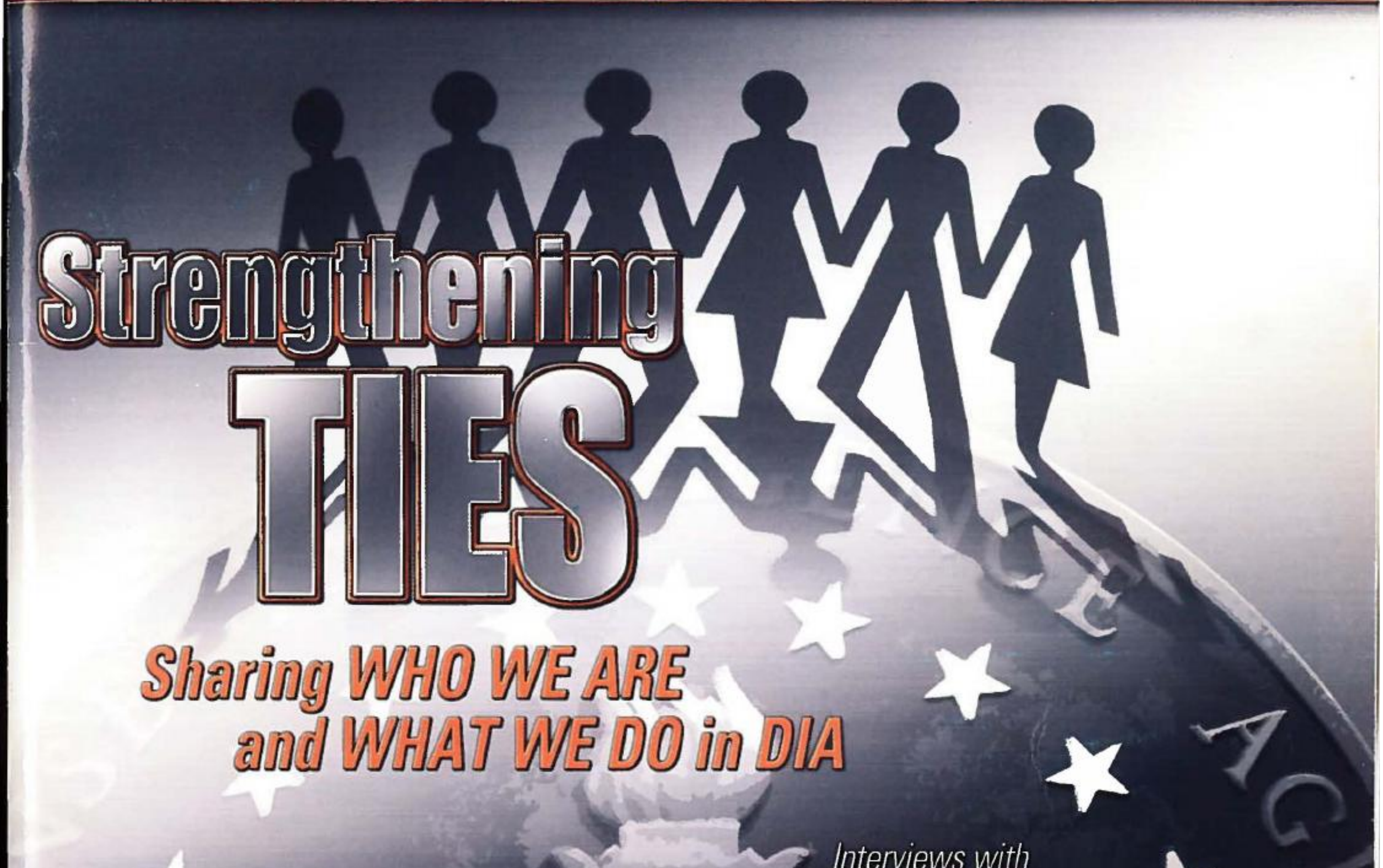
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

JANUARY/FEBRUARY 2007

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION



Strengthening TIES

Sharing WHO WE ARE and WHAT WE DO in DIA

Interviews with

Bradley M. Knopp
Chief of the Office of International Engagement

and

Jennifer A. Lasley
Director of the Office for Congressional and Public Affairs

PLUS...

- Bringing 'Harmony' to the IC
- DIA's Engagement Strategy
- An Academic Partnership with Mongolia
- NSP: Strengthening Ties within the Signatures Program

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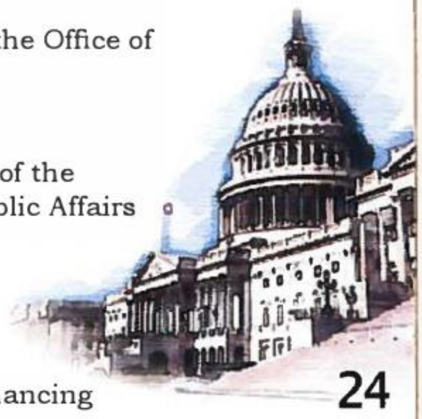
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A Defense Intelligence Agency Publication

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www.dia.mil

Corrections from the December 2006 Communiqué

In the "B6 & C6 Module Renovations - A Fresh Coat of Paint" it incorrectly stated that the DIAC was completed in 1982. The DIAC was dedicated May 23, 1984.

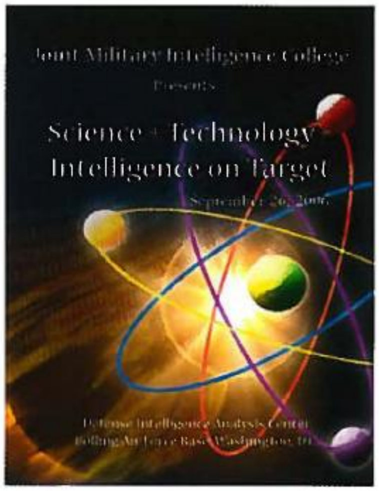
The photo accompanying the article, "The Truth of the Matter: DIA's Polygraph Program," was mistakenly labeled as Remote Laser Doppler Vibrometry physiological data acquisition system - the correct name of the equipment is Computerized Polygraph Instrument.

Article Submission Deadlines

March/April 2007 issue - **Feb. 9, 2007**
May/June 2007 issue - **April 13, 2007**

Science + Technology = INTELLIGENCE on TARGET

By Lorenzo S. Hiponia, MC


Joint Military Intelligence College
Presents
Science + Technology
Intelligence on Target
September 26, 2006
Defense Intelligence Analysis Center
Bolling Air Force Base Washington, DC

The 2006 National Defense Intelligence College (NDIC) conference, "Science + Technology = Intelligence on Target," was held at the DIAC Sept. 26. Denis Clift, president of NDIC, welcomed participants and explained that "the college's strategic aim is to institutionalize the ethos and wherewithal for including science and technical aspects of intelligence in our research and learning."

In addition, Clift emphasized the importance and need for scientific awareness within the intelligence community (IC). "We will ensure that our curricula embrace essential scientific and technical elements critical to every intelligence professional, and we will recognize and reward technical and scientific research by our students, our research fellows and faculty."

Following Clift's welcome, Dr. Anthony Oettinger, chairman of both the Program on Information Resources Policy at Harvard University and the Director of National Intelligence's (DNI's) Intelligence Science Board, outlined two important points: "The comparative advantage over our adversaries stems less from better science and more from better application of science … through 'ideal' technology;" and "it takes close collaboration among diverse entities to realize this comparative advantage."

The keynote speaker, Dr. Rita Colwell, a distinguished professor and former head of the National Science Foundation, focused on science and security in a connected world. Colwell reminded the audience of the need to expand collective vision and quoted journalist Tom Friedman saying, "The World Trade Center is not a place where our intelligence agencies failed. It's a place where our imaginations failed." She discussed critical bioterrorism challenges such as tracking microorganisms in the environment, and emphasized that the key to security in the 21st century is the partnership among the IC, military, scientific and technical communities, and academia.

Other distinguished speakers included Aris Pappas, deputy director of Microsoft's Institute for Advanced Technology and Government; Dr. Gerry Yonas, vice president and principal scientist at Sandia National Laboratories; Joseph Swistak from the National Consortium for MASINT Research; and Dr. Steven Thompson from the Defense Warning Office (DWO), who introduced two initiatives for providing intelligence professionals with new tools to analyze threats from emerging foreign technologies.

A panel moderated by NDIC's Marc Viola discussed how to develop technological

and scientific solutions to solve the most difficult intelligence problems. Panel member Lt Col Tim Murphy, National Reconnaissance Office space chair, represented the technologist's view; Michael Cleary, Directorate for MASINT & Technical Collection (DT), represented an operator's view; and Andrew Reynolds, deputy scientific and technical advisor to the secretary of state, represented an analyst's point of view.

Dr. Eric Haseltine, associate director of national intelligence for science and technology, closed the conference with a strategic vision for integrating and amplifying science and technology in the IC. "Our agenda is to radically transform the way we develop, deploy and use technology to solve our intelligence problems, and by radical I mean we want to go from 10 years, to 10 months, to 10 weeks." Haseltine told the audience that speed is the current problem. "We take forever to do incremental technology that isn't really going to surprise anybody ... and as a result, adversaries can counter the technology even before it's deployed."

The conference is the first in a series of follow-on symposia and colloquia to be held at the classified level to demonstrate NDIC's continuing commitment to science and technology in intelligence research and education. In addition, a new center for science and technology will be established by the college this year. This center will serve as the nexus for collaboration across the intelligence, scientific, technical, academic and private sector communities.

Larry Hiponia, left, director of NDIC's Center for External and International Engagement, thanks Dr. Eric Haseltine for his address that outlined a new strategy for transforming the way technology is used to solve intelligence problems.

Photo by Keena N. Reese, MC

The UNSEEN DOMAIN:
FE Support to the Chief Information Officer

By Stephen A. Bucher, FE

To paraphrase an old adage, "Behind every great chief information officer (CIO), there is a talented team of resource managers!" Inside DIA, the chief financial executive supports the CIO through a dedicated satellite office — the Financial Executive Office, Directorate for Information Management and Chief Information Officer (FE-DSS). FE-DSS expertly manages the myriad of information technology (IT) resource requirements supporting the CIO's enterprise. Because the IT enterprise is worldwide and encompasses all the military services and combatant commands, FE-DSS has a challenging mission.

To meet the needs of the CIO, FE-DSS is organized into three divisions reflecting three basic business functions. Programmatic resource functions fall under the purview of FE-DSS1, headed by Janice Glover-Jones. Dallas Newsome and his FE-DSS2 division oversee current-year budget formulation and resource

execution. The third division, FE-DSS5, is headed by CDR Shawn Livingston, who is responsible for providing IT to 27 continental United States (CONUS)-based Joint Reserve Intelligence Centers. This places FE-DSS in the unique category as a resource management office that also conducts IT operations.

"I was surprised at how hard everyone [in FE-DSS] works and the long hours they put in to support their DS customer," Patrick Adams, FE-DSS2 cooperative education student from Northeastern University, said.

The construction of the CIO's financial program poises special challenges for the FE satellite office. The program is large and exceedingly multifaceted with numerous projects dependent on other efforts. Added to this, the world of IT is highly technical and dynamic; sometimes new capabilities are fielded in terms of months. Building a five-year program in this vibrant environment requires resource managers who understand the IT technologies as well as the nuances of the programming process. A successful program enables the CIO to establish funding guidelines well into the future, thus providing the DIA director with the knowledge that his IT will be able to meet forthcoming requirements. In addition to performing the programming functions, the FE satellite office also prepares replies to congressional inquiries on IT resources, as well as the numerous reports mandated by Congress and the executive branch on IT resource effectiveness. Additionally, FE-DSS serves as the resource liaison to the uniformed services and other government agencies.

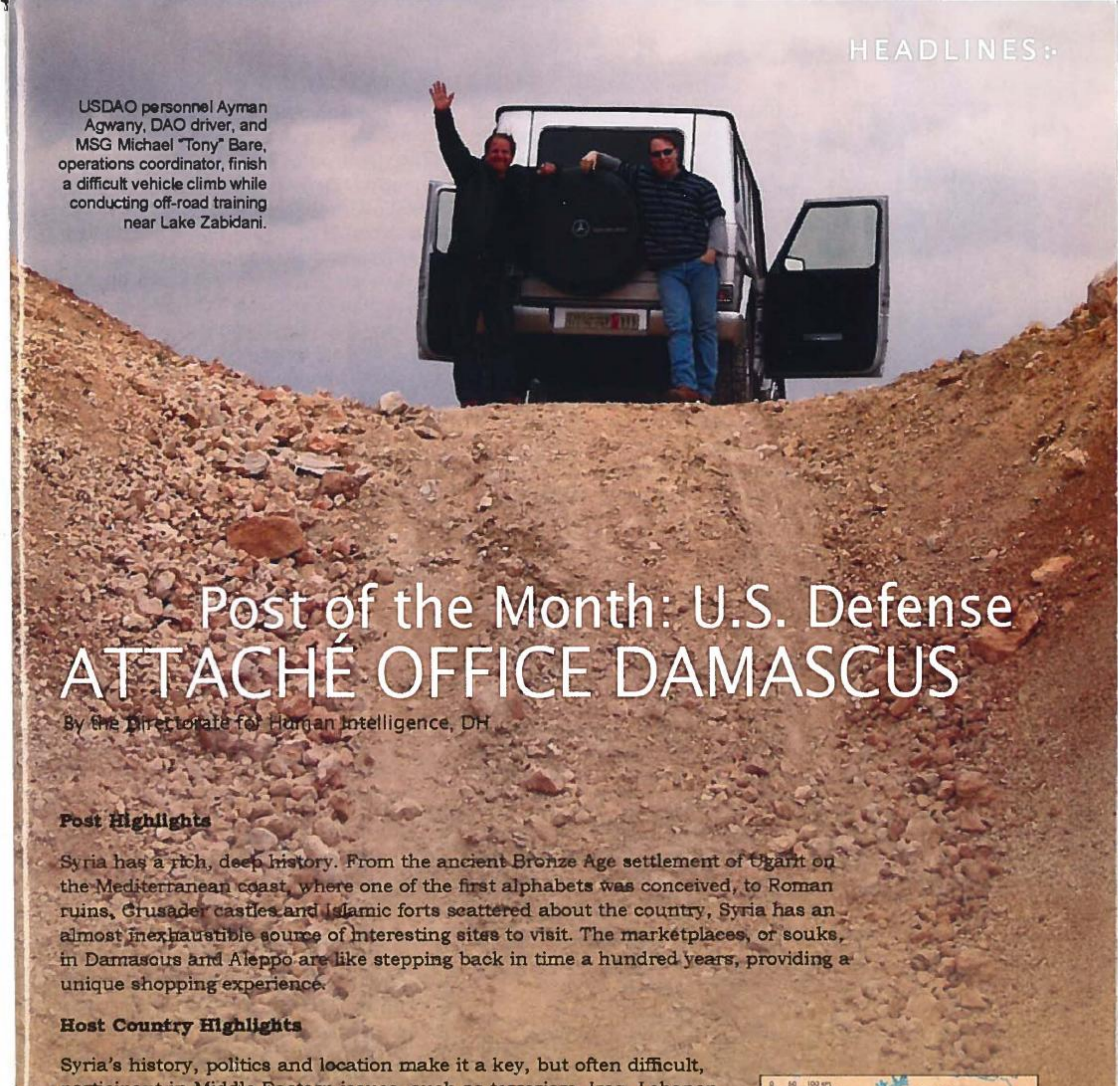
"We have to bring financial clarity to a very complex IT program and distill it down into a rational plan for executive decision-making," Adrienne Gifford, FE-DSS1 contractor, said.

FE-DSS also builds and executes the CIO's current-year budget. Taking the IT information contained in the agency's program, FE-DSS2 works with the CIO's staff to ensure the derived budget reflects the CIO's priorities, fulfills core mission efforts and reflects the high standards of fiscal stewardship DIA demands. Using a cradle-to-grave approach, the FE-DSS resource managers work with their customers from requirement formulation, through the acquisition process, until the effort is completed. Throughout, FE-DSS resource managers work closely with their CIO customers to provide budgetary advice, assist in the preparation of unfunded requirement requests and provide oversight on the proper use of funds.

"Oftentimes, the problems facing my DS customers are financial in nature; I'm here to provide them resource solutions," Melissa Carey, FE-DSS2, said.

Lastly, FE-DSS provides IT capabilities at 27 CONUS-based Joint Reserve Intelligence Program sites. This operational IT enables reservists, who are working real-world taskings from combatant commands, to virtually tap into their customer's intelligence processes to perform the analysis, production and dissemination functions needed. This same IT also supports some of the combatant commands during times of crisis and natural disaster.

The FE-DSS team approaches their diverse and worldwide duties with professionalism. They understand their supporting role in our agency's mission, and take great delight knowing they make a difference by serving as the chief financial executive's dedicated support to the CIO. The expert resource management service they provide the CIO facilitates greater IT support and capabilities to DIA's analysts, collectors and all the customers we serve.



USDAO personnel Ayman Agwany, DAO driver, and MSG Michael "Tony" Bare, operations coordinator, finish a difficult vehicle climb while conducting off-road training near Lake Zabidani.

Photo submitted by DH

Post of the Month: U.S. Defense ATTACHÉ OFFICE DAMASCUS

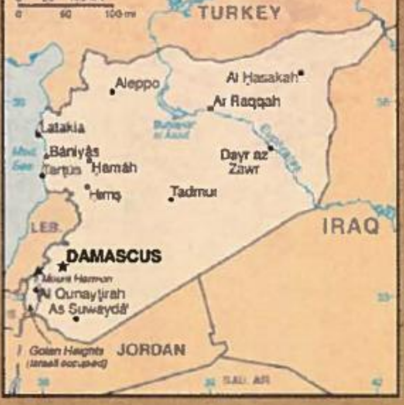
By the Directorate for Human Intelligence, DH

Post Highlights

Syria has a rich, deep history. From the ancient Bronze Age settlement of Ugarit on the Mediterranean coast, where one of the first alphabets was conceived, to Roman ruins, Crusader castles and Islamic forts scattered about the country, Syria has an almost inexhaustible source of interesting sites to visit. The marketplaces, or souks, in Damascus and Aleppo are like stepping back in time a hundred years, providing a unique shopping experience.

Host Country Highlights

Syria's history, politics and location make it a key, but often difficult, participant in Middle Eastern issues, such as terrorism, Iraq, Lebanon, Israel and the occupied Golan Heights, and Palestinian groups. The U.S. maintains diplomatic relations with Syria, but the relationship remains formal and limited. Syria's failure to address U.S. concerns regarding support for terrorist groups, development of weapons of mass destruction, and its role in allowing both weapons and fighters to infiltrate into Iraq to fight the U.S.-led coalition resulted in the passage of the Syria Accountability Act in 2003 and the enactment of sanctions. Because of this, contacts between the U.S. mission and the Syrian authorities are limited. This presents a unique and very challenging environment to the Americans assigned to the U.S. Embassy and the U.S. Defense Attaché Office (USDAO) in Damascus.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TURKEY
Aleppo
Al Hasakah
Ar Raqqah
Latakia
Bāniyās
Ţarţūs
Ḩamāh
Dayr az Zawr
Ḩimş
Tadmur
IRAQ
LEB.
DAMASCUS
Mount Hermon
Al Qunayţirah
As Suwaydā'
Golan Heights (Israeli occupied)
JORDAN
SAU. AR.

Photo submitted by DH

USDAO Damascus participated in a UNDOF-sponsored weapons shoot on the Golan Heights June 13. USDAO personnel, centered left to right in civilian clothes, COL Norman Larson, CW3 Michael McCallum and Lt Col James Overstreet, are accompanied by U.N. officers and other defense attachés.

Operational Highlights

Despite the limited contacts between the U.S. Embassy and the Syrian government, the USDAO remains operational and represents the Department of Defense, U.S. Central Command and other agencies to the Syrian military, the United Nations Disengagement Observer Force (UNDOF) — operating in the Golan Heights — and the United Nations Truce Supervision Organization — operating in the region since 1948. USDAO Damascus has focused on supporting Operation Iraqi Freedom through periodic observation of the Syria-Iraq border via Syrian government-sponsored visits, and through limited contacts with the Syrian military to resolve alleged border violations and other issues. Due to recent regional tension between Israel-Hezbollah-Lebanon, and political and security concerns — including an armed attack on the embassy Sept. 12 — there have not been any recent senior-level visits to Syria. The U.S. Embassy and the DAO remain committed to forwarding the objectives of the U.S. government.

Location: Damascus, Syrian Arab Republic
Population Size: 18,881,361
Primary Language: Arabic
Basic Greeting: أهلا و سهلا (ahlan wa-sahlan) — Welcome

Leading Change: The REAL STORY

By Adrian "Zeke" Wolfberg, CS

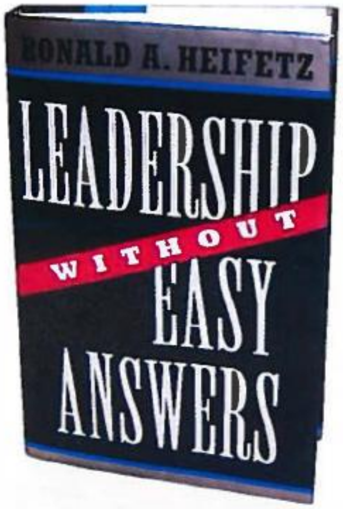
This month's book review is on "Leadership Without Easy Answers" by Ronald A. Heifetz. The book, which was originally published in 1994, is currently in its 13th printing and has been translated into many languages. Heifetz is the co-founder of the Center for Public Leadership at Harvard University's Kennedy School of Government. Heifetz's premise is that we misconceive the nature of leadership — we have inappropriate expectations of authority. We believe they will "save the day" or make hard problems simple. I have heard DIA personnel express such views many times, usually in the negative, how disappointed they were in someone. This puts all the responsibility for solving problems on the leader. Shouldn't it, you say? Perhaps not.

In Heifetz's view, the role of leadership is for all of us to collectively face the problems that have no easy answers and, by doing so, force us to learn new ways to solve them. The leader's role is to influence the community to learn to solve problems so that the organization itself becomes knowledge-based. I found this view resonated with the philosophy and behavior of DIA's Crossing Boundaries program.

We normally think of leadership as a position of authority in an organization. A second way that we think about leadership is as a set of personal

characteristics. These two ways are very static conceptions. On the other hand, Heifetz believes that leadership is a dynamic activity where the leader mobilizes the organization to take action. Why take a dynamic versus static approach? Heifetz believes that leaders get their authority from stakeholders; those with and without authority. This may sound strange, but I think it's right. Leaders don't stand alone.

The leader's job, according to Heifetz, is to get the people in the organization to clarify what matters most, to determine the balance between conflicting values, beliefs and behaviors, and to determine the trade-offs in arriving at changes. I found what Heifetz said next very compelling; that in order for a leader to accomplish these three tasks, it is essential that competing and alternate perspective be included. He said otherwise we are operating with blind spots.



Heifetz makes two key distinctions throughout the book: that the kind of problem determines the kind of solution and the leadership strategy employed is determined by whether formal or informal authority exists. The first distinction has to do with how we frame the problem in the first place. If we frame a complex problem in a simple way such that the solution uses a routine process or procedure, the solution will fail. If we frame a simple problem in a simple way, we will have success with routine solutions. But what about solving complex problems that require complex solutions? This is the question that Heifetz addresses in his book.

The second distinction lies with authority. Leadership authority can be formal and informal, the latter meaning that anyone can be leader regardless of position or rank. Heifetz provides an excellent discussion of the strategies used when one has formal or informal authority, and he discusses the advantages and disadvantages of both. These discussions are the reason why you should read this book.

Many people probably assume that leading with informal authority has neither advantages nor little opportunity to achieve outcomes. Heifetz identifies three reasons why leading with informal authority is actually beneficial. First, not being part of the formal decision-making process allows one to deviate from the norms of the organization (the status quo). Second, one can choose which hard problem to focus on and have the luxury of picking one at a time. Third, one can more freely connect with the frontline concerns of a wide range of employees who are doing the work. What I learned from reading this book is that the strategic perspective that leaders with formal authority need to recognize is the role that leaders with informal authority play.

Thinking about how organizations change means thinking about who does the changing, and Heifetz makes the strong argument that informal authority is often undervalued compared to formal authority. He discusses how one gets informal authority, but I will leave that to the reader of Heifetz's book.

The Knowledge Lab purchased 30 copies of "Leadership Without Easy Answers" and will provide them to DIA employees. If you are interested in receiving a copy, please contact Adrian "Zeke" Wolfberg at (202) 231-6449.

The New EO:
AN EVOLVING OFFICE

By Margena N. Garrett, EO

As the organization responsible for ensuring equality of opportunity, the Equal Opportunity Office (EO) is responsible for managing four main services: affirmative employment, reasonable accommodations, complaints adjudication and conflict resolution.

Knowing the Rules and the Tools

The Affirmative Employment Services Team ensures a level playing field for all DIA personnel. Its role is that of management and compliance. Some of the strengthening tools include training opportunities, such as Diversity & Equal Opportunity in the 21st Century, Survival Sign Language, Interviewing Do's and Don'ts, and a myriad of other EEO workplace topics.

An EO interpreter, white jacket, assists a DIA employee during a Military Familiarization course.

Photo by Margena N. Garrett, EO

The Reasonable Accommodation Team is responsible for ensuring that requests for accommodations are handled in accordance with the appropriate laws, guidelines and regulations. EO wants DIA to understand that there is value in being differently able and that everyone can play a part in accomplishing the agency's mission. Members of the Reasonable Accommodations Team support DIA all over the world, such as at the DoDIIS Worldwide Conference, Military Familiarization course, U.S. Northern Command and the Yokota Air Force Base in Japan.

Reviewing and Resolving

The Complaint Adjudication and Resolution Team prevents, mediates and resolves workplace disputes. If an employee, former employee and/or applicant for employment feels they were treated unfairly, they can contact this office to receive advice on complaint process and resolution procedures.

DIA advocates the use of alternate dispute resolution, such as mediation, as a means of improving productivity and reducing litigation costs. To learn more about the interactive dispute resolution process, the DIA work force is encouraged to contact the Compliant Adjudication and Resolution Team.

This team is also charged with administering a formal process, which includes investigating complaints of discrimination, harassment and allegations of reprisal. In an effort to streamline the complaints process, especially for the agency's global offices, EO is working to implement an online complaint filing process, which should be operational later this fiscal year.

Contacting Us

Whether you have questions about rule interpretation, need specific training or need to talk to an official, EO is here for you. We are located at the DIAC in Room D4-938, and our main telephone number is (202) 231-8178. To make an appointment, ask a question and/or provide feedback, please refer to the EO JWICS home page at *http://eo.dia.ic.gov*.

Bringing 'HARMONY' to the IC

By Alexander T. Wolf, NMEC

Harmony is the intelligence community's (IC's) centralized database for foreign military, technical and open-source documents and their translations. Operated and maintained by the Army's National Ground Intelligence Center (NGIC), the database contains documents acquired by U.S. intelligence agencies and military units. This material includes papers, summaries and translations from ongoing military operations and raids in support of the Global War on Terrorism. To date, the database includes 997,000 uploaded documents. Harmony directly integrates the efforts of the National Media Exploitation Center (NMEC), the Central Media Processing Center-Qatar, the Joint Document Exploitation centers in Iraq and Afghanistan, and the Joint Task Force in Guantanamo Bay, Cuba.

The Harmony Users Group held its annual fall conference Nov. 28 through 29 for representatives from across the IC, as well as end users from both public and private sectors. The conference emphasized the accomplishments of Harmony in the document and media exploitation process and stressed new advancements being made to guarantee future successes. The ground-breaking cooperation between IC elements and the private sector has led to many improvements in Harmony's functions and capabilities in enabling analysts to produce a wide variety of intelligence reports.

By serving as the comprehensive IC-wide document exploitation database, Harmony is providing the tools to bridge gaps and create partnerships between different IC elements and analysts. Document specialists at DIA and NGIC enter and maintain the data, while major contributors include NMEC, CIA and Department of Defense agencies and units responsible for document exploitation. Harmony's recent integration with the National Virtual Translation Center has further improved the community-wide effort regarding document translation and exploitation.

HARMO
November 28-29 200

Photo submitted by NMEC

Lynn Schnurr, director of army intelligence community information management, encourages attendees at the Harmony Users Group Conference to contribute to the discussions and to offer recommendations on how to improve this valuable IC resource.

In the spirit of strengthening ties, the Harmony database is setting an example for community-wide collaboration and joint effort in combating the war on terrorism. Harmony directly aids the warfighters deployed throughout the various theaters of operations and analysts throughout the IC. Using the abilities of NMEC and other document exploitation centers to quickly turnaround captured documents, Harmony is able to provide a database for our strategic and tactical efforts. The information gleaned through Harmony has assisted our policymakers and warfighters in achieving many successes in countering terrorism around the world.

Intelligence RELATIONS ENHANCED Throughout the IC

By Crystal N. Ford, CE

DIA has a global presence that is ever expanding; however, many may be unaware of our successful efforts to strengthen ties with other entities in the intelligence community (IC). DIA currently has senior-level representation at the National Geospatial-Intelligence Agency (NGA), the departments of Homeland Security (DHS) and State (DOS), and the National Security Agency (NSA). These representatives, with the support of their staff, have proven invaluable in enhancing information sharing and operations between DIA and our partners.

Just over a year ago, DIA expanded its presence to incorporate an Executive Representative's Office at NGA. Christine McKeown, executive representative, has strengthened the relationship between DIA and NGA by endorsing three strategic initiatives mutually beneficial to both agencies: enhance geospatial-intelligence (GEOINT) support to all-source operations; augment interaction between human intelligence and GEOINT; and build on the strategic partnership. Additionally, in March, the DIA-NGA Leadership Quarterly meetings resumed. DIA and NGA leaders gathered at the DIAC to discuss the future partnership between the two agencies. Another great accomplishment was the office's support to the first NGA Day at DIA in April, which gave DIA employees the opportunity to glimpse NGA's capabilities and explore new areas for partnership.

Most recently, DIA established a senior-level representative at DHS, Peter Klein. Klein helped design and implement a Homeland Security Intelligence Council (HSIC) Intelligence Integration Board, which serves as the DHS intelligence operational board to address specific actions identified by HSIC. This requires collaborative solutions for the DHS intelligence enterprise on issues related to intelligence collection requirements, analysis, production and dissemination. Klein acts as the executive secretary of the forum, which currently has 12 working groups. In addition, Klein maintains a close relationship with DHS' assistant secretary for intelligence and analysis and key staff members, such as the principal deputy assistant secretary for intelligence and analysis, deputy assistant secretary for intelligence, and deputy assistant secretary for mission integration. Klein is also responsible for maintaining a strong relationship with the directors of intelligence in the DHS component organizations such as the U.S. Coast Guard Immigration and Customs Enforcement, Customs and Border Protection, Transportation Security Administration, U.S. Secret Service, and Citizenship and Immigration Services/ Fraud Detection and National Security.

As DIA ventures to expand its representation, let us not forget about our veteran representatives at DOS, Mark Harrison, and NSA, Patrick Conway. They continue to strengthen the relationship

we have with these agencies by giving DIA visibility and access to information, activities and events that impact all agencies involved. Specifically, Harrison regularly coordinates and advises DOS leadership on the intelligence activities of the defense intelligence community and, by doing this, helps bridge the gap between DOS policy and intelligence.

A major milestone was the recent signing of the memorandum of understanding (MOU) between NSA/Central Security Service and DIA regarding the sharing of terrorism-related information, intelligence and analysis. This MOU provides for the fullest possible exchange of information between the agencies on all intelligence in support of the Global War on Terrorism. Additionally, Conway has ensured that the DIA/NSA relationship continues with successful collaboration. The directors of DIA and NSA are committed to enhancing their partnership and further integrating analytic efforts.

Our representatives are also engaged in briefing new employees on DIA. For example, Larry Danforth, deputy representative to NGA, regularly attends NGA's orientation classes to educate personnel about DIA. Harrison briefs the Bureau of Intelligence and Research analysts and employees at DOS as part of their orientation. These informative briefings provide new employees from around the community with exposure to DIA's current operations and future endeavors, in addition to showing them how partnerships are beneficial to the IC.

DIA's representatives constantly identify, develop and justify new opportunities for joint activities with their host agencies. Most importantly, these partnerships are instrumental in bridging the gap to bring the IC together with the common goal of deepening knowledge on intelligence issues. It is imperative that DIA continue to nourish these relationships and ensure that opportunities for future partnerships are identified.

Because of the many accomplishments of our current representatives, a study is underway to determine if DIA representation should be expanded to other agencies within the community. Stay tuned for more information.

Full Spectrum Analysis 2.0:

STRENGTHENING TIES Across All Levels

By the Office of the Chief of Staff, CS

DIA's Knowledge Lab recently completed its second pilot of Full Spectrum Analysis (FSA 2.0), an innovative program that explores new approaches to learning, thinking and problem solving in the 21st century. FSA 2.0 brought together 13 participants from a variety of intelligence positions such as analysts, collectors and mission support professionals. The group had varying experience levels and represented DIA, the National Security Agency (NSA), National Geospatial-Intelligence Agency (NGA) and Department of State. Through FSA 2.0, members learned adaptive and active methods for challenging assumptions and biases, building and testing hypotheses, exploiting all sources of knowledge, and exploring non-military and political drivers, such as culture, history and religion.

FSA 2.0 included a capstone challenge where participants were asked to solve an intelligence problem that they

hadn't worked before and present their findings to several senior members of the intelligence community (IC). In tackling that challenge, they established key connections with one another that will allow them to address and solve future intelligence issues across the IC for years to come.

Photo by Jera T. Stubblefield, DA

FSA participant Elizabeth Schloesser, DI, leads the question and answer time with LTG Maples and others in attendance.

The team also learned about each other's agencies and their capabilities and resources. Melinda Hayman-Kinsley, Directorate for Analysis (DI), said that FSA 2.0 helped her to realize the "typicalities" of others in the community and felt it was "good to learn about the perspectives of folks from the different agencies."

She also stated the pilot helped her to appreciate the different approaches other agencies take to solve problems. "It taught me how to be more flexible and adaptable in my thinking." Asha Clark, an NGA analytic team chief, said the cross-agency FSA 2.0 experience "taught us to answer the unasked question and to go where no one else is looking."

The personal and professional ties participants build during FSA 2.0 remain solid even after the completion of the pilot. Victoria Vidos, Directorate for Information Management and Chief Information Officer (DS), explained that the team continues to communicate and work on the intelligence question they were posed. Clark also points out that because of their continued work, she now knows someone in each agency that is an expert on the issue areas.

The multi-agency connections established in FSA 2.0 clearly have other lasting benefits. Vidos explained that even though there have always been formal ties into other IC agencies, she now has personal contacts. She said that this gives "a footprint and starting point" for working future issues throughout the community. Allexiz Johnson, a linguist at NSA, also agrees, "Thanks to FSA 2.0, I now have someone that I know working in these other agencies that I can go to with questions."

In addition to establishing relationships and networks throughout the IC, many DIA participants also strengthened their internal connections and were exposed to parts of the agency they had not worked with before. After speaking with and learning from DIA capabilities experts, FSA 2.0 members also had a better understanding of how to tap into new technologies, processes and tools. Hayman-Kinsley said the FSA 2.0 brought her a greater understanding of the "different tools and methods available for solving problems." Everyone gained new awareness and a full contact list of the experts who took the time to share their knowledge.

The FSA 2.0 group established important links outside the IC as well. To conduct research, members reached out to non-intelligence sources in the academic and information technology world. Vidos said that working with contacts outside the community to address intelligence questions was a "first time" experience for her. Clark learned that answers can be discovered "from academia, from other country's citizens, from the Internet and even from the newspaper." She added that FSA 2.0 and these outside connections "put me on guard to not be so quick to

jump on the bandwagon of what you may know and be open to what you may not know."

Participants also spent a full-day session at In-Q-Tel learning about future innovative technologies that can be used to solve intelligence problems. The president and chief executive officer of In-Q-Tel, Christopher Darby, personally reminded the participants that "creativity trumps intellect, every time." Since their visit, In-Q-Tel has already invited the team back to help them review and provide feedback on several new technologies.

FSA 2.0 may be over, but the ties established and strengthened will continue to help the participants in their professional growth and enrich intelligence analysis for the IC. The Knowledge Lab is already planning for the third iteration of the FSA program. Just as FSA 1.0 alumni played a key role in the design of FSA 2.0, past FSA members will assist in the development of FSA 3.0. For more information on the FSA pilot, or on how to apply for FSA 3.0, contact Adrian "Zeke" Wolfberg at (202) 231-6449 or via JWICS e-mail at *diwolax2@dia.ic.gov*.

Photo by Jera T. Stubblefield, DA

The FSA 2.0 team with LTG Michael Maples.

Improving MASINT R&D Capabilities Through PARTNERSHIP

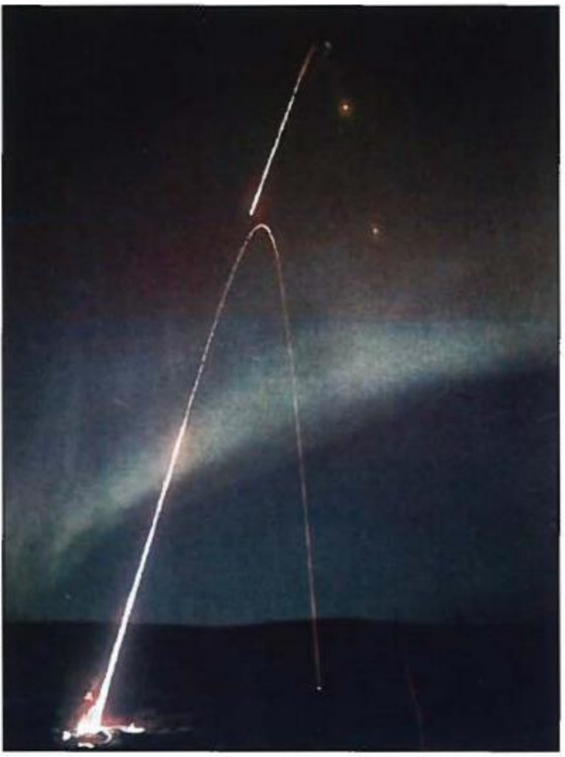
By Dr. Peter F. Bythrow, DT

The National Consortium for MASINT Research (NCMR) fulfills DIA's role to provide the products of cutting-edge measurement and signature intelligence (MASINT) research to the intelligence community (IC). Organizationally, NCMR is a legally established consortium of laboratories, academia and industry that form the core of DIA's MASINT research and development (R&D) capability.

The consortium links the innovative capabilities of academia with the practicality of national labs and the manufacturing skills of industry. Through NCMR, multi-agency investments in basic research converge around the National Intelligence Priority Framework, the Office of the Director of National Intelligence (ODNI) MASINT directive, and the ODNI and DIA strategic plans to exploit the

intellectual capital needed to continue technical advances in MASINT for the IC.

NCMR began with the fiscal year (FY) 2004 Intelligence Authorization Act, Section 504, which directed the secretary of defense to establish a means to leverage basic research at universities, laboratories and in industry to develop new MASINT capabilities. In response to this congressional directive, DIA established NCMR, which includes members from more than 15 nationally recognized universities; industry in the form of the Chemical, Biological, Radiological Technology Alliance; national, service and university-affiliated laboratories; and other government agencies.



Photos submitted by DT

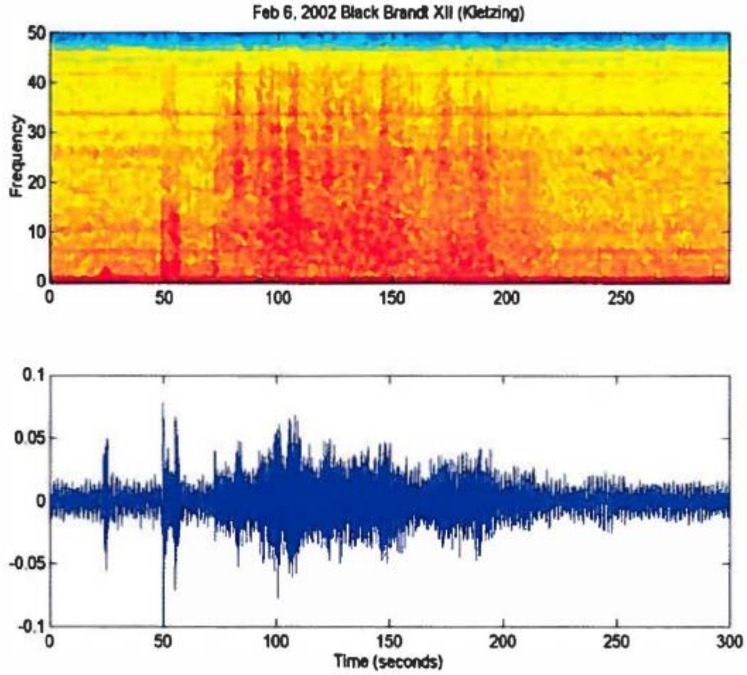


Figure 1: A rocket launched from Poker Flats, Alaska, and the associated data from a UAF infrasound array.

The NCMR research program focuses on scientific and technological research that enhances existing MASINT capabilities, and introduces unique capabilities to address pressing intelligence problems. NCMR research focuses on the MASINT mission areas assigned to DIA by the DNI, such as weapons of mass destruction, missiles and counterterrorism/ insurgency. The program has a multifaceted approach of investing in universities; emerging technologies from partnerships with universities, national laboratories and industry; and human capital issues such as scholarships and technical exchanges. These activities, in conjunction with technical oversight and guidance, provide an environment that enhances the innovative resolution of complex intelligence problems.

Oversight of NCMR was directed by the FY 2004 Intelligence Authorization Act, requiring DIA to form the MASINT Technology Advisory Panel (MTAP), which is chaired by DIA's deputy director for the Directorate for MASINT and Technical Collection (DT). MTAP consists of representatives from national laboratories, universities, federally-funded research and development centers, and science and technology leadership from throughout the IC. The panel advises DIA on the direction of research, the programmatic process and the program content of the NCMR efforts, as well as community R&D trends.

Technical review of NCMR projects is provided by a team of independent subject matter experts who advise DT's chief scientist on research selection and review progress on the research. Twice-yearly technical reviews and exchanges are convened at a participating host-institution to stimulate new ideas and ensure the technical quality and relevance of the R&D.

University programs are intended to be concept incubators and are funded for a maximum of three years, upon which they transition to a partnership or terminate. As of September, 20 university research activities were underway.

One project, which began in FY 2004, is using the infrasound array at the University of Alaska Fairbanks (UAF) to characterize specific events during the launch and flight of a missile system. Figure 1 shows the image of a test rocket launched from the UAF/NASA facility at Poker Flats, Alaska, and the resulting infrasound data received on the campus by detectors. Each discrete energy burst seen in the figure can be associated with a specific event in the flight of the test rocket. This work can be adapted to address future ballistic missile technical collection requirements.

Partnership projects are more mature than university projects and are expected to end with a working prototype. Ideally, partnership projects arise from university projects. Eleven partnership research activities were underway at the end of FY 2006. Partnerships are funded by NCMR for no more than three years.

One NCMR partnership project led by the University of Hawaii is developing a miniature ruggedized mass spectrometer, shown in Figure 2, which will enable future unattended field identification of chemical, biological, radiological, nuclear and high-yield explosive (CBRNE) materials.

The NCMR scholars program supports DIA and ODNI human capital initiatives. Working closely with student intern programs, it underwrites the training of future scientists and technologists to encourage them to consider the IC as a viable technical career path. Nominated by a participating university's NCMR representative, scholarship recipients are juniors and seniors who demonstrate a financial need, meet academic requirements, are U.S. citizens, and are studying in the scientific, technical, biological and medical areas necessary to IC MASINT research. In FY 2006, NCMR awarded 21 scholarships to students at 11 universities.

Plans call for the continuation of current NCMR projects and programs. In FY 2007, NCMR will continue to utilize the capabilities of universities, as well as those of laboratories and industry. In a world of uncertainty and arising threats, NCMR's flexibility is invaluable for maintaining the agility needed to defeat asymmetric adversaries.

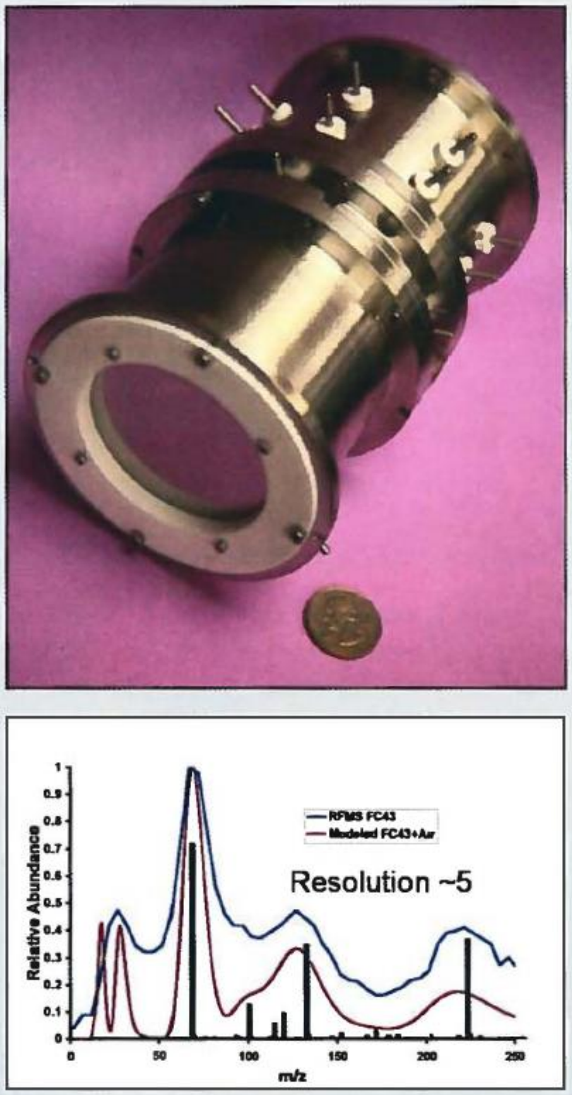


Figure 2: Rugged mass spectrometer for chemical and radiological material detection and identification.

Meet the AUSTRALIAN DIO Liaison Office

By the Office of International Engagement, IE

"G'day mates" and say hello to your Australian Defence Intelligence Organisation (DIO) Liaison Office at the DIAC. Led by Bernard Philip, and assisted by Wing Commander Robyn O'Neill, Jane Thomas and Deborah Kearns, the liaison office has a proud history with U.S. defense intelligence. The relationship dates back to the 1950s, when a Memorandum of Agreement was signed between the respective departments of defense — although it didn't become official until 1961 with the creation of DIA. The current director of DIO is Maj. Gen. Maurie McNarn, who works closely with LTG Maples in pursuing bilateral intelligence cooperation.

Photo submitted by IE

Left to right, CMDR Gordon Andrew, Deborah Kearns, Bernard Philip and Jane Thomas.

The Staff

Bernard Philip hails from Brisbane, the third largest city in Australia and the capital of Queensland. Philip moved to Washington in January 2006 as the senior DIO representative in the United States.

After joining the Department of Defence in Canberra in 1996, he worked as a policy adviser in International Policy Division for six years, focusing on Southeast Asia and the South Pacific. In 2000, he was seconded to the Commonwealth Secretariat in London for several months. From 2002 to 2003, he served as policy adviser to the Australian National Commander — Middle East, based at U.S. Central Command. Between 2003 and 2005, he was back in Australia where he worked as the senior analyst in DIO responsible for assessments on the Middle East and Africa.

Jane Thomas is from Canberra, the "Washington D.C. of Australia" as she is quoted as saying, since it is the home of the government and capital of the Australian Capital Territory.

Thomas was posted to Washington in September 2005 as DIO liaison officer. After receiving her bachelor's and master's degrees in international development at

the Australian National University, she went to work for the United Nations.

After working as an HIV/AIDS consultant with the United Nations Children's Fund in Bangkok, Thailand, from 1995 to 1998, she joined the Australian Agency for International Development, working in the Non-Government Organization's Liaison Section. During this time, she spent five months in Bougainville, Papua New Guinea. She joined the Defense Intelligence Organization in 2002 as an analyst focusing first on the Middle East and then on terrorism.

Wing Commander Robyn O'Neill, Royal Australian Air Force, is the newest member of the team, replacing CMDR Gordon Andrew, who returned to Australia at the end of the year. O'Neill is coming from the J2, Plans, of the Headquarters Joint Operations Command in Sydney.

The DIO Liaison Office is ably assisted by its office manager, Deborah Kearns. Kearns came to Washington in November 2004 after working as executive assistant to the DIO director in Canberra.

The Mission

The liaison office's mission is to support Australia's defence organization — including forces deployed on operations — by leveraging the U.S. intelligence effort. The office also seeks to contribute to DIA's mission by facilitating frequent contact between DIA and DIO analysts via intelligence seminars and conferences, visits, video teleconferences, planning activities and joint analytical projects.

Around 3,700 Australian soldiers, sailors and airmen are currently deployed in Iraq and Afghanistan, in blue helmeted U.N. operations in Africa and the Middle East, as well as in regional capacity-building operations in East Timor and the South Pacific. They work very closely with the Missile and Space Intelligence Center, National Ground Intelligence Center, Armed Forces Medical Intelligence Center and National Air and Space Intelligence Center, but with no permanent representatives in those centers. They have representatives at the National Security Agency, National Geospatial-Intelligence Agency, U.S. Pacific Command, the Joint Intelligence Operations Center in Hawaii, and the Pentagon's Joint Improvised Explosive Device Defeat Organization, as well as an integrated instructor at the Army's Intelligence Center and School at Fort Huachuca, Ariz.

In addition to having a DIO officer, Maj. Adam McGuinness, in DIA's own Joint Intelligence Analysis (JIA) office, DIO analysts and intelligence professionals are seamlessly integrated in DIA's intelligence architecture in Afghanistan and Iraq, dating back to the creation of the Iraq Survey Group in 2003 with Australian Brigadier Steve Meekin.

For more information on Australian Defence and DIO visit, *http://www.defence.gov.au/index.cfm* or *http://www.defence.gov.au/dio/* on NIPRNet, or *http://www.dio.au.glat* on JWICS.

Interview with the Chief of the Office of INTERNATIONAL ENGAGEMENT

By Communiqué Staff, CP

Bradley M. Knopp was appointed chief, Office of International Engagement (IE) at its inception in July 2005. Knopp is responsible for approval and management of all non-signals intelligence military intelligence relationships maintained by DIA, service intelligence components and the combatant commands. As chief of IE, he is also responsible for ensuring the robust, timely release of intelligence information to allies and other foreign counterparts.

The Communiqué staff spoke with Knopp about the importance of strengthening DIA's international ties and how IE is enhancing these relationships.

COMMUNIQUÉ: *Please explain LTG Maples' emphasis on strengthening DIA's international ties. How is IE helping to accomplish this?*

MR. KNOPP: The director of DIA exercises three specific responsibilities regarding IE. The most important role is the responsibility for developing, executing, nourishing and enhancing intelligence relationships with foreign governments. Just like political and military relationships, there are intelligence relationships with foreign governments that support both our political and military dialogue. The director of DIA is one of a small number of officials within the Department of Defense (DOD) who has the authority to sign agreements with foreign countries. IE has a large responsibility to conduct negotiations and conclude agreements on behalf of DIA, the commands and services — allowing DIA's agreements to be utilized by anyone across the military intelligence community (IC).

The second role of the director is sharing classified military intelligence information with foreign governments or international organizations like NATO or the U.N. He is one of a few people in DOD who may do that. Information sharing is generally a major activity of any bilateral cooperative arrangement. However, I should emphasize that providing classified information to a foreign government is separate from having an intelligence relationship with a foreign government. One would think that they are pretty

much the same, but they are done separately for a variety of reasons.

In addition to sharing information with bilateral partners and some international organizations, DIA and IE provide information sharing support to the coalitions in both Iraq and Afghanistan. We have the responsibility and authority to share information with those countries that participate in those coalitions. In some cases there are no intelligence relationships, but because they are a part of our coalition, we agree to provide intelligence for their activities and protection.

The third role the director has is wearing the hat of the foreign liaison officer for the secretary of defense and chairman of the Joint Chiefs of Staff. This means defense attachés assigned to Washington are accredited to the Office of the Secretary of Defense (OSD) and the Joint Staff through DIA, which allows them to conduct official business with their OSD and Joint Staff counterparts. There are more than 800 accredited military diplomats in Washington, and of those, about 150 are accredited through DIA. IE routinely supports the activities of these attachés by providing everything from access to buildings, documents or visit requests, military ID cards, and even directions to the commissary or clinic.

LTG Maples' emphasis on strengthening DIA's international ties is a derivative of his regulatory responsibility for engagements, exchanges and disclosures in the attaché business, and his strong belief that intelligence cooperation with capable foreign counterparts will result in the availability of more information to U.S. military intelligence analysts. He takes his guidance from the National Intelligence Strategy (NIS) and the Security Cooperation Guidance documents. In the NIS, Enterprise Objective 6 states the need to establish new and strengthen existing foreign intelligence relationships to help us meet global security challenges. The IC is best served if we can reach out to foreign partners who have information that we may not have access to and agree to exchange information. But, it also works the other way. If we agree to exchange intelligence with a foreign government, we also provide information that may shape their view of an issue so that it's similar to our views.

Intelligence exchange works both ways — we give information in order to inform and influence, and we gain information and points of view which might otherwise not be available to us. It's very interesting to have discussions with foreign counterparts about an issue that they see quite differently than we do. In some cases, we actually agree on a certain judgment, but we agree for very different reasons and it's important for us to understand those reasons so we can shape policy that will be more acceptable to both sides.

"The IC is best served if we can reach out to foreign partners who have information that we may not have access to and agree to exchange information."

There are dozens of analytical exchange conferences every year that DIA hosts, which are generally run by the Directorate for Analysis (DI) and involve hundreds of analysts. For example,

in the late 1990s when the U.S. was conducting missions over northern and southern Iraq, with mostly NATO allies, we were watching Iraq very carefully. I remember one incident in which the U.S. took information and made a decision to move a relatively large number of U.S. forces to head off what we thought might be a sudden and unexpected move by Saddam Hussein to try to change the military balance in the area. The move was done relatively quickly without a lot of consultation. A number of our allies were quite surprised and not pleased about it — one being France. The issue ultimately bubbled up into a large-scale policy disagreement between the U.S. and France, and the disagreement was attributed by senior policy officials in Washington and Paris to differing intelligence assessments. After discussing the intelligence assessment with our French counterparts, we realized there was not an intelligence disagreement; we discovered that U.S. and French analysts were making judgments about different questions and that we in fact agreed with each other's judgments. This example illustrates how intelligence can facilitate policy cooperation, but it can also significantly undermine it if it's not well done.

Photo by Murray C. Milton, DA

Brad Knopp, right, accepts a traditional mask from former Sri Lankan Defense Attaché Brig. Gen. Milinda Peiris upon departure from his Washington post.

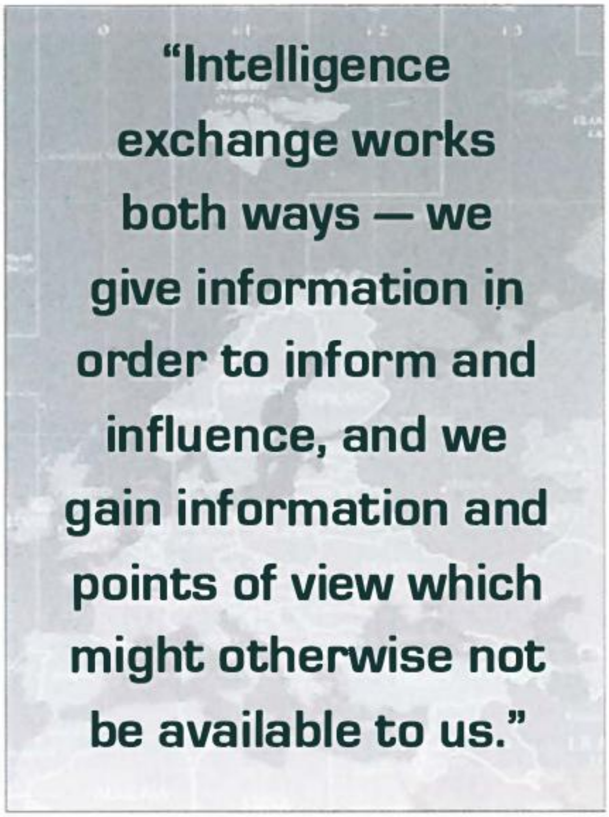
The other document that IE relies on is the Security Cooperation Guidance, which looks at the world region by region, country by country, specifying the number of steps that DOD will take to support friends and allies, shape our regional environment, build capability for our partners and help them shape the environment with us. Many of the tasks that are laid out are intelligence related tasks that build capability for foreign partners by allowing them to better provide for their own security. We believe this in turn provides for U.S. security. Cooperating with foreign intelligence partners means that we understand each other better — we understand their intelligence language and capabilities better — so when we operate in a real-world situation like Iraq or Afghanistan, we can operate smoothly — we become interoperable.

COMMUNIQUÉ: *Please tell our readers other ways IE is strengthening international ties.*

MR. KNOPP: The DIA Strategic Plan has specific goals about enhancing foreign partnerships, which are the tasks assigned to IE. Like other agencies in the IC, we have a very specific process that we follow for studying our partnerships. IE looks at our partner's capabilities and willingness to cooperate. Based on this review, we make decisions about where to invest our time and resources. Time and resources can be anything from having an analytic exchange conference to developing a capability for near-real-time information sharing.

There are many other ways to strengthen partnerships, which are generally done at more strategic levels. For example, in the last year IE has prepared the director for more than 150 visits by senior foreign officials. For each of those visits, we identify goals DIA wants to achieve and assess what the goals of the visitor might be. IE tries to "tee-up" the director and the counterpart visiting with a set of talking points that lead to either enhanced cooperation or intensified cooperation in areas that are already

the subject of bilateral agreements. The director views these visits as an opportunity not only to strengthen his personal relationship with counterparts but to strengthen institutional ties to ensure that both sides are satisfied with the extent and scope of their relationship.



> **"Intelligence exchange works both ways — we give information in order to inform and influence, and we gain information and points of view which might otherwise not be available to us."**

Foreign partnerships are sometimes very peculiar because they're not just business opportunities, but they are cultural opportunities as well. In the U.S. you can pick up the phone and call someone you don't know, ask for something to be done, and can reasonably expect that it will be done for you. That is absolutely not true in the foreign world unless there is a trusting relationship that has been built between two counterparts, in particular between the chiefs of the services. A request to a foreign government to do something might be met with a smile and a head nod suggesting agreement, but it generally isn't done because there hasn't been that personal relationship between the two. So when the director spends time traveling to foreign places or hosting foreign partners it creates the right kind of atmosphere. Relationships become significantly stronger because of the personal bond between the chiefs.

I have worked for six directors of DIA now, and each of them has come to feel strongly about visiting the agency's most important foreign partners specifically to build a strong personal relationship. The same is apparently true for directors of other foreign military intelligence services; many of them make a visit to Washington one of their first priorities. Additionally, the director also spends a bit of time writing personal letters, telephoning or video teleconferencing with partners on a bilateral or multilateral basis, which builds communication and long-term trust.

Lieutenant General Maples looks to IE to ensure the scope of the cooperation is appropriate to the level of willingness on both sides. I believe he also looks to IE to ensure that we have the ability to utilize our partnerships in critical circumstances. With every partnership we agree that at the very core of the intelligence relationship there is an understanding to ensure each other's security. If there is any information involving threats to their territorial integrity or their way of life, we pass that right away.

All those words can sound a bit hollow or superficial; but I would argue that they are neither. The day following 9/11 there were hundreds and hundreds of telephone calls from foreign partners asking what they could do for us. Not only was there an outpouring of sympathy for all the lives lost, but there was an outpouring of information because they understood and felt a strong commitment. Our

foreign partners also understood that our security in so many ways is paramount to their security.

IE has the Write for Release Program, which encourages analysts to prepare releasable products, which are shared with partners to nourish intelligence relationships. We have broadened foreign disclosure training activity to try to provide more information to our partners. Additionally, a presidential directive recently authorized Commonwealth officers full access to SIPRNet. That means that when you sit down at your SIPRNet terminal you may now communicate directly with any Commonwealth counterpart who has an account on the system. Because SIPRNet is now a four-eyes communications system, we have a responsibility for ensuring that DIA officers understand the security requirements. We have an additional obligation to ensure that the information that is sensitive and truly NOFORN is protected.

> **"Foreign partnerships are sometimes very peculiar because they're not just business opportunities, but they are cultural opportunities as well."**

The IC is a very big community, and we all have partnerships in foreign countries. In many cases, we have partnerships with the same countries and with the same organizations in that country. The IC is trying to ensure we're not duplicating efforts and that the IC is cooperating in a way that makes sense to our foreign partners. During the next few years as the DNI philosophy and goals on foreign partnerships are implemented, we hope to see a broader level of cooperation within the IC in exploiting partnerships.

A little more than a year ago, the DNI staff set-up a decision-making and guidance group called the Foreign Relations Coordinating Committee, which meets once a month. All 16 official members of the IC are represented and discussion covers common issues, goals and objectives. It's the forum that is used to de-conflict mutual activities, as well as focus our support to the DNI. I'm very enthusiastic about working with this committee. I believe we will identify more and more areas where IC agencies can work in a common way, either on a day-to-day basis or on a particular project that will really serve U.S. intelligence and policy in a way we haven't been able to do.

COMMUNIQUÉ: *Is there anything else you would like to share with the work force?*

MR. KNOPP: In regard to the importance of building personal relationships with foreign counterparts, the director recently said to me that he had misjudged the importance of his presence at certain kinds of events because he didn't really appreciate the degree to which his attention to a particular relationship or issue could enhance the quality or expectation of success.

I've seen that happen over and over again — having the director of DIA present essentially means you have probably

the most important military intelligence officer in the world paying attention to your issues. That is a huge statement on the part of the U.S. government and the IC, to have a director sit down with a counterpart and discuss an issue and agree to assist. I briefed Lieutenant General Maples when he first came to DIA. I sat down with my calculator and figured that if he has 265 workdays a year, 3 years and roughly 10-hour days, he has about 7,900 hours as the director — so each half-hour that I ask him to invest in is a percentage of his time here. IE works very hard to make sure that his time is invested wisely.

Photo by MSgt Brian D. Nickey, CP

Twice a year, IE sponsors Operations Orientation Program trips to introduce the foreign attaché corps to DoD, federal and local industrial mission, facilities, systems and capabilities — as shown here through a Homeland Security briefing on border patrol protection.

In late November, for example, IE took Lieutenant General Maples traveling for five business days — that's a very long time for the director to be away. We kept his schedule packed, making sure he was able to touch base with all his counterparts in those countries and that he saw what he needed to see — particularly in terms of our partnership and where DIA was investing money. The trip gave the director and me a chance to talk about where IE and DIA are going in the future. The director and deputy have repeatedly emphasized that DIA has extensive authority we need to exert. IE's role is to provide the best advice possible to the director on implementing his authorities. However, it is critically important to me to have an open and robust dialog with the director and deputy concerning their vision for implementing their authorities with respect to foreign partnerships. Their vision may be far more revolutionary than IE plans!

> **"With every partnership we agree that at the very core of the intelligence relationship there is an understanding to ensure each other's security."**

I would like to thank the people throughout DIA that help us prepare the director for his meetings and visits, it's not just IE. We call on the experts, and I'd like them to understand and appreciate the critical role they play in shaping our foreign partnerships. Those efforts may not be visible to the people that write the papers or do the research that supports the director's trips or visits by foreign officials to his office, and I truly regret that it's hard for them to see that. I would emphasize that every request IE makes is utilized to create a beneficial meeting or visit for the director, which enhances our relationships with partners that contribute to U.S. security and interests. Thank you!

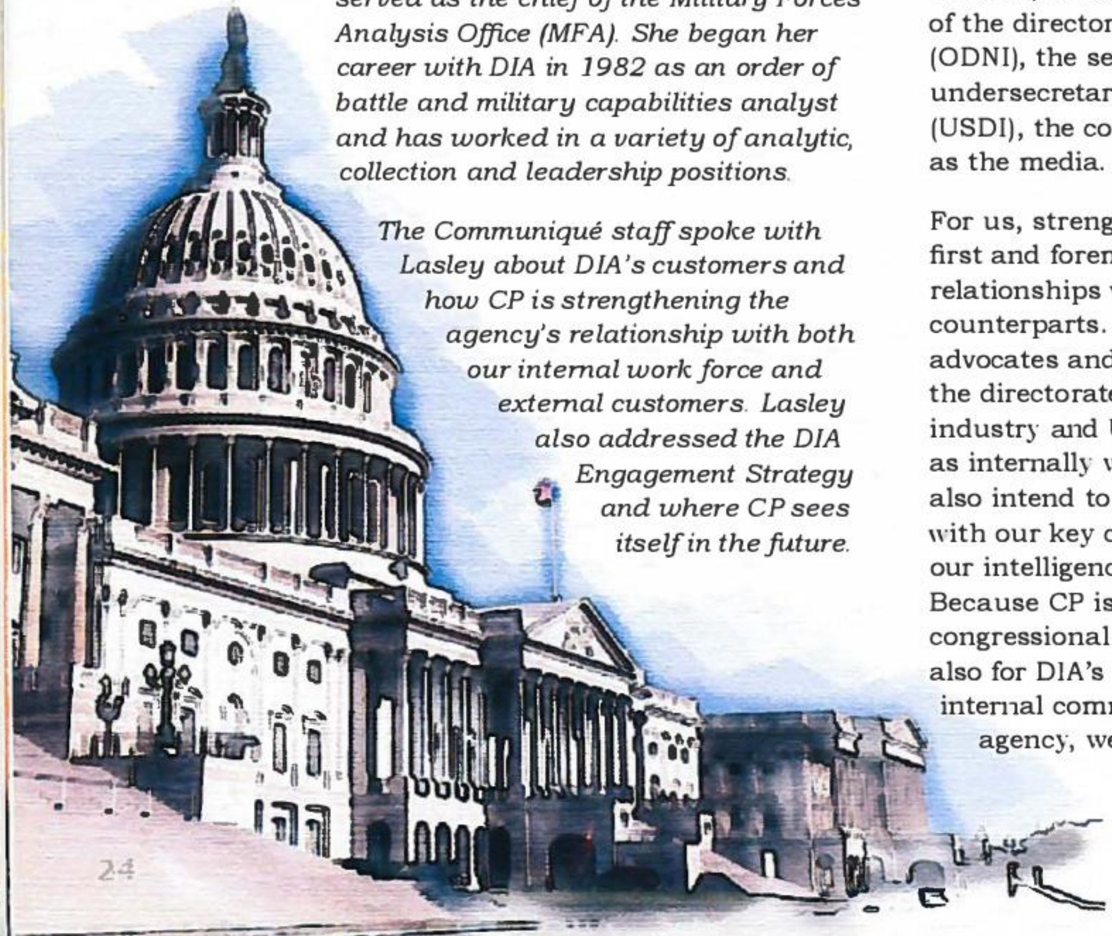
Interview with the Director of the Office for CONGRESSIONAL and PUBLIC AFFAIRS

By Communiqué Staff, CP

Photo by Murray C. Milton, DA

Jennifer A. Lasley became DIA's director of the Office for Congressional and Public Affairs (CP) in July. As director of CP, Lasley represents DIA and its capabilities to Congress, manages internal and external communications, and oversees the agency's outreach program. Prior to assuming her current position, Lasley served as the chief of the Military Forces Analysis Office (MFA). She began her career with DIA in 1982 as an order of battle and military capabilities analyst and has worked in a variety of analytic, collection and leadership positions.

The Communiqué staff spoke with Lasley about DIA's customers and how CP is strengthening the agency's relationship with both our internal work force and external customers. Lasley also addressed the DIA Engagement Strategy and where CP sees itself in the future.



COMMUNIQUÉ: *What does "strengthening ties" mean to CP and what is your organization doing to accomplish this?*

MS. LASLEY: Strengthening ties is all about collaborating and communicating who we are and what we do in DIA — whether it be inside or outside the agency. CP has unique opportunities to work with DIA's many customers, including the White House and National Security Council, members of Congress, the offices of the director of national intelligence (ODNI), the secretary of defense and the undersecretary of defense for intelligence (USDI), the combatant commands, as well as the media.

For us, strengthening ties includes first and foremost developing closer relationships with our DIA directorate counterparts. We want to serve as advocates and intermediaries between the directorates and Congress, media, industry and U.S. visitors to DIA, as well as internally with our own work force. We also intend to expand our relationships with our key customers, as well as with our intelligence community counterparts. Because CP is responsible for not only congressional and public affairs but also for DIA's VIP visits program and for internal communications within the agency, we have begun implementing

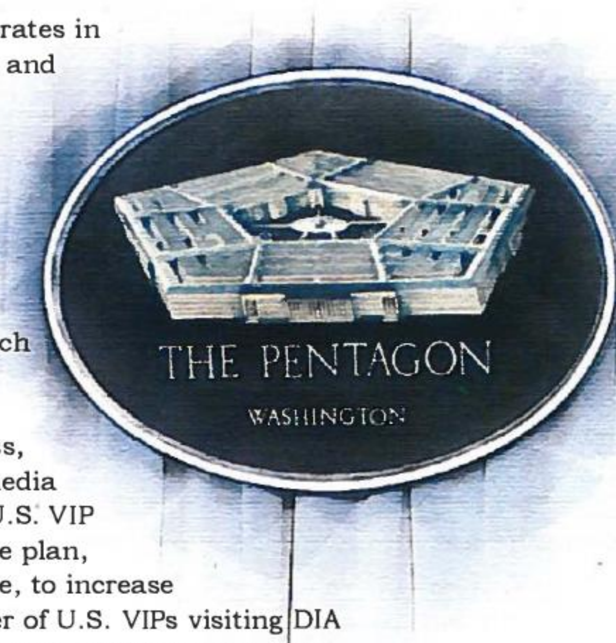
a very active outreach program to get our message across. Central to our outreach program is implementing the director's Engagement Strategy for 2007.

COMMUNIQUÉ: *Why did LTG Maples want to create the DIA Engagement Strategy and what are its objectives?*

MS. LASLEY: The director, during his first year with DIA, gained a great appreciation for the many missions, responsibilities and capabilities of the agency and its work force. Lieutenant General Maples sees every day that we have considerable talent in DIA and are doing remarkable and important things that are making a difference to the Department of Defense and to the nation. But our mission accomplishments are not always communicated to our customers, many of whom still don't fully appreciate what DIA brings to the fight. During his second year as director, Lieutenant General Maples would like to increase DIA's visibility with our key customers by consistently and proactively promoting our capabilities and accomplishments. The Engagement Strategy is a multifaceted plan to spotlight DIA's support to its customers through five critical mission objectives and nine mission priorities. The strategy will involve DIA leadership at many levels, from the command element to directorates, to offices and divisions.

(For more about the DIA Engagement Strategy and the mission objectives and priorities, refer to the article on page 26.)

COMMUNIQUÉ: *Do you foresee changes to CP's organizational structure as a result of the new Engagement Strategy?*



MS. LASLEY: Despite its broad missions and responsibilities, CP traditionally has been a small organization of less than 30 personnel. We will grow modestly in 2007 to assume responsibility for the creation and implementation of the Engagement Strategy. Not only will CP work with the directorates in developing and executing the overall strategy, we also will play a key role in expanding our outreach to our customers in Congress, with the media and with U.S. VIP visitors. We plan, for example, to increase the number of U.S. VIPs visiting DIA in 2007 by at least 20 percent, and we are implementing a more proactive briefing and meeting agenda with the six intelligence oversight committees on the Hill.

COMMUNIQUÉ: *How does the recent change of power in Congress impact CP's work?*

MS. LASLEY: We are anticipating quite an active and intensely focused agenda on Capitol Hill as the Democrats assume leadership of the 110th Congress. The intelligence oversight committees have already indicated they will be aggressively working with IC members on a variety of issues, including terrorism, Iraq, detainees, and Iran and North Korea weapons of mass destruction to name just a few. It will require considerable effort on our part to balance the many inquiries and hearing invitations we expect to receive while concurrently promoting

DIA STAKEHOLDERS

- DIA Work Force
- Military Customers
- Other Government Agencies
- Foreign Partners
- Congress
- Media
- Industry

DIA's missions, capabilities and work force through our formal Engagement Strategy. We intend to spend much time early in 2007 educating new committee and staff members on DIA, and I'm confident that between the efforts I've described, DIA's leadership and work force will have many opportunities to engage directly with Capitol Hill during the coming months.

COMMUNIQUÉ: *If you could only focus on one customer, who would that be and why?*

MS. LASLEY: All our customers are important, so it's difficult to pinpoint only one. We also have many new customers who we'll need to engage proactively concerning DIA's missions, including a new secretary of defense, DNI and USDI, and new senators and congressmen on Capitol Hill. I will note, however, that during our preparations and planning for the DIA Engagement Strategy, we spent time talking with some of our principal customers about their perceptions of DIA. Many members of the ODNI staff conveyed that they don't know or fully understand DIA's responsibilities and capabilities. As a result, I believe DIA as a whole must devote more time and attention in 2007 to working with the various ODNI staffs — particularly the deputy DNI staffs for analysis and collection — to educate, inform and collaborate with them on our intelligence priorities and accomplishments.

> "Each member of the DIA work force has the opportunity — and responsibility — to be an advocate for the agency in advancing its missions, collaborating with counterparts and meeting customer needs."

DIA's ENGAGEMENT STRATEGY

By Kristin L. Golias, CP

The DIA Engagement Strategy is a dynamic, evolving, strategic communications and outreach plan designed to proactively promote how DIA supports our stakeholders through five critical imperatives:

- Sustaining the fight in the Global War on Terrorism
- Planning and supporting defense operations
- Achieving defense intelligence unity of effort
- Supporting the director of national intelligence (DNI)
- Developing the defense intelligence enterprise

These broad objectives are reflected in DIA's Strategic Plan and take root not only in the DNI's National Intelligence Strategy and the secretary of defense's National Defense Strategy, but also in the most recent Quadrennial Defense Review.

Through detailed action plans, the DIA Engagement Strategy will communicate specifically how the agency is accomplishing these objectives through a variety of venues — from formal internal and external publications, to media roundtables; from formal congressional

COMMUNIQUÉ: *Is there anything else you would like to discuss with the DIA work force?*

MS. LASLEY: Each member of the DIA work force has the opportunity — and responsibility — to be an advocate for the agency in advancing its missions, collaborating with counterparts and meeting customer needs. Strengthening ties and executing our 2007 Engagement Strategy will be successful if we all work together toward those common goals. I'm a strong supporter of DIA, its missions, and its immensely talented and dedicated work force. I look forward to advancing them all with our customers in the coming year and I hope you'll join me in doing so.

> "Not only will CP work with the directorates in developing and executing the overall strategy, we also will play a key role in expanding our outreach to our customers in Congress, with the media and with U.S. VIP visitors."

and VIP visits to DIA, to professional, substantive agency-sponsored conferences; from DIA leadership townhalls, to site visits at local and overseas facilities. The action plans will involve DIA leadership at multiple levels, top to bottom.

To develop the Engagement Strategy, the Office for Congressional and Public Affairs (CP) worked with DIA's deputy directors to identify the agency's highest mission priorities and desired end-states, interviewed key customers about current DIA perceptions and challenges, and developed detailed action plans for the coming calendar year. Each action plan specifies key messages to be conveyed, principal engagement targets and a recommended travel plan for target audiences to gain greater exposure to DIA's work force and programs. One of the main goals of the Engagement Strategy is to build stronger strategic partnerships with DIA's most important customers and stakeholders.

Rollout of the DIA Engagement Strategy has already begun. For more information on each mission priority, look for future Director's Calls and "Talk to Us" booths, as well as spotlight articles in both the Communiqué and InterComm in the coming months.

An ACADEMIC PARTNERSHIP with Mongolia

By A. Denis Clift, MC

Photo by Lorenzo S. Hiponia, MC

A. Denis Clift, NDIC president, presents a gift of 2,500 text books to the Institute of the General Intelligence Agency of Mongolia to assist in the development of new curricula.

Outreach at home and abroad to colleges and universities interested in the work of intelligence is a priority for the National Defense Intelligence College (NDIC). Both the National Intelligence Strategy and defense intelligence transformation goals underline the importance of new foreign intelligence relationships to help meet global security challenges. NDIC's U.S. and foreign outreach currently extends across continents and oceans to important new foreign partners, including the Institute of the General Intelligence Agency of Mongolia.

In November 2005, President Bush visited Mongolia and in his address to the Mongolian people stated, "Both our nations were settled by pioneers on horseback who tamed the rugged plains. Both our nations shook the yoke of colonial rule, and built successful free societies. And both our nations know that our responsibilities in freedom's cause do not end at our borders, and that survival of liberty in our own lands increasingly depends on the success of liberty in other lands.

"This conviction has inspired the Mongolian people to share the hope of freedom with others who have not known it. Mongolian officers have served in missions to keep the peace in Western Sahara and the Congo. Your forces are serving alongside U.S. and coalition forces helping to train the Armed Forces of a free Afghanistan. And in September, Mongolia sent its fifth rotation of forces to Iraq and Mongolian soldiers are serving in that country with courage and distinction."

Today, Mongolia looks to the U.S. and NDIC to help prepare its intelligence officers for the challenges of the new era.

Last year, Mongolia's ambassador to the U.S., Ravdan Bold, asked that the college help the institute broaden and strengthen its education and research capabilities. On Nov. 14, NDIC welcomed a Mongolian delegation headed by institute Director Vaanchig Chuluunbat to discuss the teaching of intelligence at the higher education level and intelligence-related research. For decades prior to and during the Cold War, Mongolian intelligence officers studied in the Soviet Union using a Soviet syllabus. That practice has ended. In 1997, the institute was established in Ulaanbaatar with the goal

of offering a five-year bachelor's program and a two-year master's program for candidates preparing for service in the nation's General Intelligence Agency, military intelligence or justice/law enforcement.

During the visit, Myatav Tsogtoo, the institute's chief of the Department of Intelligence Operations; Lieutenant Colonel Jargalsaikhan Mendee, defense attaché; Navaantaya Bat-Ochir, embassy third secretary; and Chuluunbat met with college leadership, faculty and staff. Syllabuses and lesson plans for various courses were examined, discussed and provided to the visitors. In addition, NDIC gave a gift of 2,500 new and used textbooks to facilitate the institute's development of forward-looking curriculums.

Photo by Capt Theresa C. Franz, MC

Syllabuses and lessons plans for various courses were discussed and provided during the Mongolian delegation visit.

This visit marked the beginning of an academic partnership that both NDIC and the Institute of the General Intelligence Agency of Mongolia are confident will grow and flourish. As an early next step, NDIC is looking forward to publishing a Mongolian paper on the play of intelligence and lessons learned in Mongolian peacekeeping operations.

The Defense Intelligence Resource Conference: TRANSFORMING and INTEGRATING the Defense Intelligence Enterprise

By Roger C. Glickson, FE

The annual Defense Intelligence Resource Conference was held Nov. 27 through 29 in Orlando, Fla., to provide financial professionals from DIA, the services and the combatant commands the opportunity to share perspectives on resources for the Defense Intelligence Enterprise. The General Defense Intelligence Program (GDIP) and the DIA Military Intelligence Program (DIA MIP) conducted the conference and the Office of the Chief Financial Executive (FE) sponsored it.

Louis Andre, DIA's then chief of staff, gave the keynote speech supporting the conference's theme, "Transforming and Integrating the Defense Intelligence Enterprise." Andre noted that GDIP and DIA MIP will meet the challenges associated with transforming defense intelligence by investing in capabilities that build on strengths to counter today's threats while meeting future needs, such as:

- Continuing to transform the collection paradigm from reconnaissance to persistent surveillance by fully employing human intelligence (HUMINT) and measurement and signature intelligence (MASINT) to achieve true 24/7 capability.

GDIP Conference speakers Michele Platt and Louis Andre.

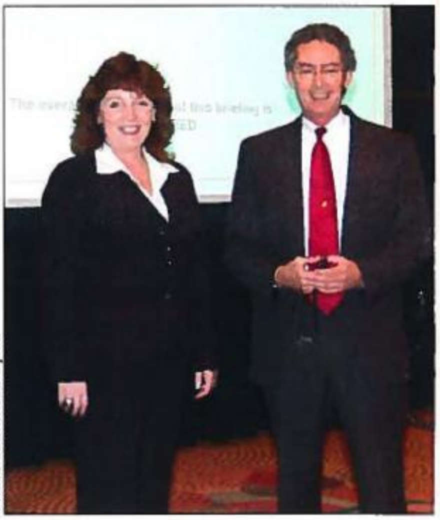


Photo submitted by FE

- Continuing to put the "all" back in all-source, while simultaneously emphasizing analytical breadth and depth by moving from populating databases to managing data streams.

- Continuing to enhance horizontal integration by implementing "commercial best practice" information management that provides information that is compiled, delivered and employed with overwhelming effectiveness through ubiquitous collaboration and precision exchange — access to anything, anytime, anywhere.

GDIP Conference attendees listen attentively to a guest speaker.

Photo submitted by FE

Achieving this transformation will fundamentally alter the work force that will be required to achieve these future end-states. This work force, the ultimate denominator for success, requires modern attributes. Employees must be more culturally intuitive, diverse and network-savvy — thinkers not producers — with access to expertise wherever it resides.

Michele Platt, DIA's chief financial executive, highlighted the fiscal year (FY) 2006 successes in transforming defense intelligence to fight the "long war." These included increasing combatant command resources and giving unprecedented levels of support for FY 2007 supplemental requirements from the Department of Defense (DOD) and the Office of the Director of National Intelligence (ODNI). Platt added that GDIP and DIA MIP form a dynamic partnership that leverages the full range of intelligence capabilities to support operators at all levels — from warfighters to policymakers — who use defense intelligence to make national security decisions.

The ongoing baseline review of GDIP and DIA MIP resources plays a critical role in this transformation by focusing resources on the highest priorities and providing senior leadership with more options to fund new initiatives.

Jennifer Lasley, director of the Office for Congressional and Public Affairs (CP), discussed the FY 2007 Engagement Strategy designed to highlight current successes and build a positive reputation with Congress and other DIA stakeholders. This strategy will also foster lucrative partnerships with ODNI, the Office of Management and Budget (OMB) and the Office of the Undersecretary of Defense for Intelligence to ensure continued program support in FY 2008 and lay the groundwork for FY 2009 priorities.

The conference continued with senior leaders briefing on the Defense Joint Intelligence Operations Center; the Joint Intelligence Center/Joint Analysis Center (JIC/JAC) MIP Implementation Study; the state of the DoDIIS Enterprise; HUMINT transformation; the Defense Intelligence Analysis Program; current and future directions in MASINT; military service capabilities; the FY 2008-2013 program build; and integrating the combatant commands into the DIA MIP.

Reactions to the conference were uniformly positive. Platt commended FE conference organizers David Herzer and Anita Spain-Jones, and noted that "This was the best conference I've experienced in my nearly four years as CFE."

AFMIC's Partnership with NGA

By the Directorate for Analysis, DI, and the National Geospatial-Intelligence Agency, NGA

The mission of DIA's Armed Forces Medical Intelligence Center (AFMIC) includes analytic efforts that require comprehensive geospatial-intelligence (GEOINT) support. The National Geospatial-Intelligence Agency (NGA) provides this support through an on-site partnership at AFMIC.

The NGA branch at AFMIC — an eight-person element that includes experts in imagery and geospatial exploitation and analysis — regularly engages with AFMIC on three major issues: foreign military and civilian medical systems, environmental health risks, and infectious disease risks.

For medical systems analysis, NGA analysts work alongside AFMIC partners to help identify and assess foreign hospitals and other medical infrastructure. This analysis has recently taken on greater importance as a result of the avian influenza (AI) issue. NGA analysts at AFMIC identify and locate hospitals that other countries have designated as AI referral facilities. Identifying and assessing these facilities is a critical part of the effort to monitor preparations for, and reactions to, possible outbreaks of the H5N1 strain of the AI virus — a strain that has the potential to cause pandemic human influenza.

NGA often partners with AFMIC's Environmental Health Division (MA-4) to produce environmental-health intelligence analysis. For example, embedded NGA imagery analysts identify chemical storage locations and assess historical environmental contamination

NGA Day at AFMIC

The NGA element at AFMIC sponsored "NGA Day at AFMIC" Oct. 30. The event was held to celebrate the 10th anniversary of GEOINT and expose AFMIC to other tools and capabilities of the larger NGA. NGA's Production, Source and InnoVision directorates were represented with desk-side technology demonstrations and analyst-to-analyst conversations. NGA experts were available to discuss tools, techniques and data on a variety of topics ranging from commercial and national imagery, new and evolving 3-D scene visualization applications, and NGA international co-production efforts.

Photo by Robert J. Brogaard, DI

MAJ Christopher Ansell, AFMIC environmental health analyst, works with Stuart Altman, NGA imagery analyst, on an Afghanistan project.

Vince Turner, NGA imagery analyst, assists Jan Brubaker, AFMIC medical capabilities analyst, in preparation for an upcoming temporary duty.

Photo by Robert J. Brogaard, DI

important to forecasting hazard areas from catastrophic chemical releases. NGA geospatial analysts provide advanced analysis of geography and hydrology to predict the type, location and mobility of water contamination. These advanced imagery and geospatial analyses greatly enhance the resolution and confidence of AFMIC's assessments of potential health threats to U.S. forces overseas.

Recently, NGA has initiated direct collaboration with AFMIC's Infectious Disease Division (MA-2) by dedicating a senior geospatial analyst to assist AFMIC analysts monitoring the spread of disease with pandemic potential, including AI.

The NGA branch at AFMIC has proven itself a major partner in DIA's medical-intelligence analysis. Working alongside AFMIC analysts, NGA analysts ensure complete analytic judgments about health care and hazards U.S. personnel may encounter while deployed worldwide.

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Intelligence Community Collaboration: NDIC Students TACKLE TOUGH Research Topics

By Dr. Tara E. McNealy, MC

Last fall, the National Defense Intelligence College (NDIC) sponsored its second annual intelligence community (IC)-wide research fair, hosting 32 organizations from intelligence offices, agencies and military commands. The research fair links Master of Science of Strategic Intelligence (MSSI) students with organizations needing cutting-edge research on topics of critical importance. Each organization was assigned a dedicated space within the college to meet with students and faculty to propose research topics and serve as sounding boards for student thesis ideas. Throughout the fair, students moved from classroom to classroom, meeting with as many organizational representatives as possible to gain a broad spectrum of ideas and topics.

NDIC, through its MSSI program, affords graduate students the ability to produce classified theses that investigate important topics of concern to the country's national security efforts. Each academic year, the college facilitates the work of more than 400 graduate students as they conduct significant research on intelligence and national security issues. Enrollment in the college provides this talented pool of scholars — comprised of experienced intelligence professionals — time and resources to fully research and publish on intelligence and national security topics. NDIC's Center for Strategic Intelligence

Joint Military Intelligence College

RESEARCH FAIR

Wednesday 13 September

1300 - 1600

Research systematically publishes and disseminates noteworthy MSSI theses, showcasing the contribution these students make to the community.

Participants of the 2006 research fair included 13 IC members: DIA; the National Security Agency; the Departments of Homeland Security (DHS), State and Energy; the National Geospatial-Intelligence Agency, the National Reconnaissance Office; the Drug Enforcement Agency; and all military intelligence services. Additionally, six director of national intelligence offices and centers were present, along with five warfighting combatant commands.

Organized by Steve Carey, NDIC faculty member, the research fair was a success. Students and organizations alike expressed appreciation for the opportunity to build relationships and collaborate on key intelligence research issues.

"It was a great opportunity to hear what areas are of interest to agencies, to ask questions and build contact information," Marcia Sonon, graduate student from DHS, said.

Al Underwood, from the Directorate for Analysis' Defense Warning Office (DWO), reported that they collaborated with 17 MSSI students interested in researching directed energy weapons technology.

Dr. Robert Fein, chairman of the Intelligence Science Board, meets with MSSI students.

Photo by Keena N. Reese, MC

REACHING Out

By Larry W. Gould, CP

The Office of Outreach (CP-O) is a division of the Office for Congressional and Public Affairs (CP). Under the direction of Laurie Kelly, CP-O develops, plans and executes all DIA visits and orientations with VIPs and other U.S. personnel. CP-O's staff also includes DIA's command briefing team, which presented more than 180 briefings to visitors last year on DIA's roles and mission. In addition, the office plans, leads and facilitates the agency's Council of Employees and analyst mentor programs such as Leading Employees to Achievement and Progress. CP-O also serves as liaison to the DIA Alumni Association.

CP-O educates U.S. visitors through orientation programs that focus on DIA's capabilities and contributions to national security. Because the agency responds to both Department of Defense (DOD)

and intelligence community (IC) direction, an important theme of many programs is the nature of DIA's relationship with DOD and the Office of the Director of National Intelligence (ODNI) and the complexity of the agency's mission. The orientation programs are tailored to the visitors, while serving the needs of DIA's Command Element (CE). The programs fall into three categories: U.S. ambassadorial; U.S. VIP, which includes combatant commanders, flag officers, senior executive service members and members of Congress; and educational groups, such as service schools, staff colleges, universities and youth groups. CP-O hosted more than 90 VIP visits in 2006 and some of the highlights include:

- Stephen Slick, National Security Council (NSC) senior director for intelligence programs and reform — Although Slick was well versed on DIA's mission and accomplishments, the visit gave him insights into many areas of interest to his organization.

- ADM James Stavridis, commander of U.S. Southern Command (USSOUTHCOM) — In preparation for assuming command of USSOUTHCOM, Stavridis visited DIA for briefings on management issues affecting the command and DIA support to USSOUTHCOM. He was provided with updates on measurement and signature intelligence (MASINT), counternarcotics and counterterrorism, the Defense Joint Intelligence Operations Center (DJIOC), the Joint Functional Component Command for Intelligence Surveillance and Reconnaissance (JFCC-ISR), and international engagement.

- IC Senior Leadership Program and CAPSTONE — Participants met with top IC executives, to include the DNI and directors and senior officials of CIA, National Security Agency, National Reconnaissance Office, NGA and FBI, who highlighted the common challenges among the service intelligence organizations and the differences among them. CP-O developed a series of briefings on MASINT, human intelligence, counterintelligence and DoDIIS capabilities, along with presentations on analytical topics.

- Gordon England, deputy secretary of defense — England received an overview of DIA through specialized topics including support to Hurricane Katrina, the Taepo Dong launch, Iraq and Afghanistan security situations and trends, and document exploitation.

Photo by Larry W. Gould, CP

Right - Deputy Secretary of Defense Gordon England meets DIA leadership during his orientation visit to DIA.

Below - A panel comprised of representatives from CIA, DIA, NGA, NSA and NRO discuss common challenges facing the IC with the Intelligence Community Senior Leadership Program.

Photo by Sarah L. Martin, CP

CP-O works with the directorates to plan an agenda that addresses the visitors' interests, while fulfilling DIA's own strategic communication objectives. Working as a team, CP-O and subject matter experts plan discussions and briefings that highlight DIA's capabilities and underscore the agency's contributions to warfighting. In addition, CP-O is always looking for "good news" to publicize the agency's accomplishments. If you have a story to tell, please contact us at (703) 695-7837.

Defense Attachés HONORED

By Rachel H. Nakamura, IE

Photo by Murray Milton, DA

Left - LTG Maples poses with some of the foreign attaché corps during the reception at Mount Vernon. (left to right) Col. and Mrs. Damir Terzic, Croatia; George Washington, commander in chief of the continental army; Maples; Col. and Mrs. Franz-Josef Amacker, Switzerland; and Col. Zlatko Oncevski, Macedonia.

Below - Brig. Gen. Richard Lim is recognized by fellow attachés upon his introduction by LTG Maples as the new vice chairman of the foreign Defense Attaché Association.

LTG Maples and his wife hosted an evening reception in honor of the corps of foreign defense attachés Dec. 4. Invitations were extended to senior personnel from DIA, all foreign defense attachés stationed in Washington and the foreign defense cooperation attachés. The reception was held at the Mount Vernon Inn, with private tours of Mount Vernon available throughout the evening.

Guests were greeted by crackling fireplaces, live music and servers dressed in period attire. After welcoming guests to Mount Vernon, Maples introduced Brig. Gen. Richard Lim, defense attaché, Singapore, as the new vice chairman of the Defense Attaché Association. Maples then invited guests to participate in a guided, candlelight tour of the mansion. As a special treat, George Washington greeted his guests as they toured his home. He later joined the reception to thank everyone for visiting his estate and apologize for Martha's absence. Washington proposed a toast to friends and allies, and for the 175 guests in attendance, it was a great ending to a lovely evening.

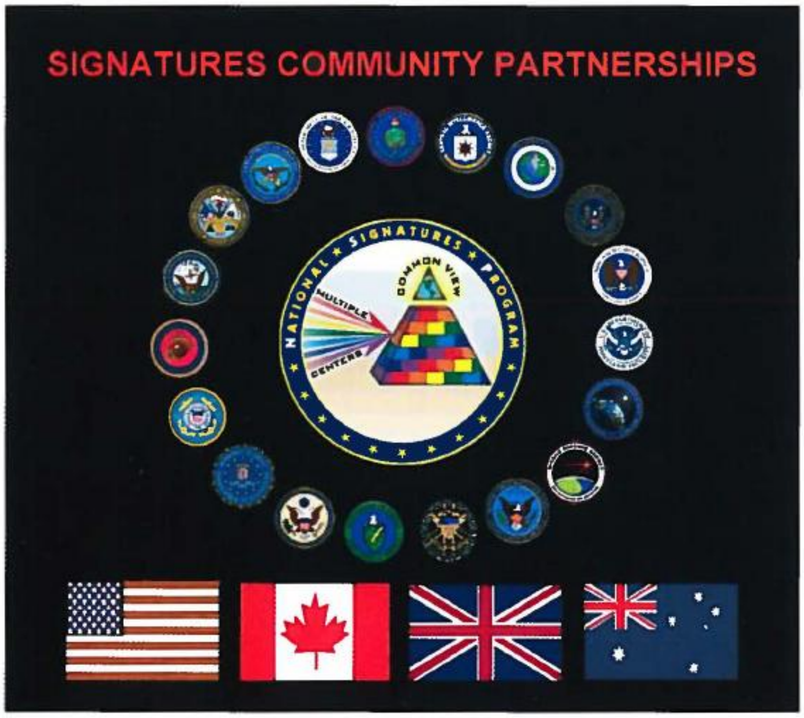
Photo by Jera Stubblefield, DA

NSP: STRENGTHENING TIES within the Signatures Program

By Ronald D. Fleming, DT

In 2006, the National Signatures Program (NSP) provided critical support and implemented several products and services in a continued effort to strengthen the ties of the Signatures Enterprise Community.

NSP provides the government-wide signatures community with a single entry point to locate and access more than a quarter million distributed signatures, the largest pool held in the U.S. With the exponential growth of signature-dependent sensors — those capable of identifying and characterizing targets to various levels of granularity — across the U.S. government, in parallel with the increasing reliance on signatures for mission success during operations, the NSP's systematic efforts to expand signatures availability comes at a pivotal point in the history of intelligence collection, processing and analysis, as well as intelligence-based operations.


SIGNATURES COMMUNITY PARTNERSHIPS
NATIONAL SIGNATURES PROGRAM
COMMON VIEW
MULTIPLE
CENTERS

The Signatures Enterprise Community

Starting with only six signature providers and 20,000 signatures in March 2004, NSP has expanded to partner with 22 U.S. organizations providing access to more than 250,000 distributed signatures. These capabilities are projected to further expand during 2007 to exceed 300,000, as new signatures from the FBI, U.S. Geological Survey, Department of Homeland Security, Environmental Protection Agency and Centers for Disease Control and Prevention are incorporated into the national signatures pool. In addition, at the close of 2006, NSP completed the initial phase of establishing an NSP Web site presence on Stone Ghost. NSP is coordinating with Stone Ghost, DIA and the U.S. Commonwealth allies to complete the next phase necessary to enable complete access to NSP's products and services.

An NSP Stone Ghost presence provides enhanced capabilities to support the U.S. and its Commonwealth allies in their collaborated signature related efforts. The Department of Defense (DOD), intelligence community (IC), other government agencies, and Commonwealth signature communities and activities make up the NSP Signatures Enterprise.

NSP Signature Operations

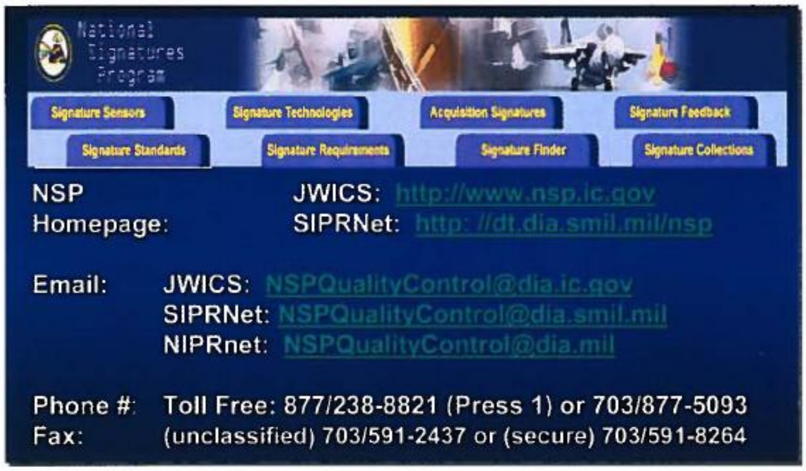
The key component to NSP's signature operations is the provision of immediate, on-demand access to all sources of quality assured, standardized signatures and related data maintained within the Signatures Enterprise.

NSP's involvement with the Signatures Enterprise also includes technical partnerships, innovative-signature support and a Web site with multiple signature-related products.

NSP Web Site

NSP has expanded its JWICS and SIPRNet Web site capabilities. Please take time to explore the new products that include:

- Signature Standards - Through a number of NSP-hosted expert working groups, NSP is finalizing the development of community-approved collection, processing and signature development standards.
- Signature Requirements - Provides the 2005 baseline listing of the Signatures Enterprise top priority requirements and allows customers to document new ones.
- Signature Finder - Allows customers to access various holdings within the distributed national signatures pool — specific signature type, predefined functional view and Google-like query capabilities are available.
- Signature Collections - Displays a centralized cross-government, worldwide signature collections schedule in day, month and annual views.
- Signature Sensors - NSP maintains a compendium of government-wide signature-dependent sensors, systems and processes. Provides sensor program synopses, one-pagers, and the organizations that either own or use them.
- Signature Technologies - NSP periodically publishes emergent technology reports, highlighting sensors and/or processing technologies with the potential to impact an organization's ability to detect and identify targets of interest.



NSP Homepage: JWICS: http://www.nsp.ic.gov
SIPRNet: http://dt.dia.smil.mil/nsp

Email: JWICS: NSPQualityControl@dia.ic.gov
SIPRNet: NSPQualityControl@dia.smil.mil
NIPRnet: NSPQualityControl@dia.mil

Phone #: Toll Free: 877/238-8821 (Press 1) or 703/877-5093
Fax: (unclassified) 703/591-2437 or (secure) 703/591-8264

- Acquisition Signatures - Shows ongoing NSP support for signature-dependent acquisition systems. The Acquisition Signature Package defines specific signatures needed by a system during the various phases of the DOD and IC formal acquisition process.

What's Next for NSP?

NSP's aim is to implement a set of capabilities during the next few years that will contribute to a robust, comprehensive distributed signatures system with the new standards, quality levels and dynamic computer-to-computer exchanges needed to satisfy government-wide signature customer requirements. Some of the efforts on the horizon include:

- Exploring innovative application of composite signatures — for example,

industrial process-based signatures associated with illicit weapons of mass distraction, chemical, biological or nuclear activities.

- Collaborating on improvised explosive device/Global War on Terrorism associated event, behavioral and device signatures.
- Sponsoring signature focus day meetings for government-wide exchanges on mission-focused signature capabilities — such as biometrics and civil disasters.
- Developing NSP's next generation Signatures Enterprise architecture.

By implementing comprehensive and robust signature capabilities, the U.S. government will establish a solid foundation to maximize its sharing of signature technologies and signatures.

New Foreign Language TESTING FACILITY

By Sarah E. Moseley, CP

Deputy Director Letitia "Tish" Long and Eric Hammersen, DIA's senior language authority, cut the ribbon to celebrate the opening of the new testing center.

DIA's Foreign Language Testing Center officially opened with a ribbon cutting ceremony Jan. 18. Located in Springfield, Va., the center will allow HC to assess current employees, applicants and others on their foreign language proficiency skills by using listening and reading exams from the Defense Language Proficiency Tests (DLPT I-IV and DLPT 5) and oral proficiency interviews (OPIs). The testing center provides computer-delivered foreign language proficiency testing in a lab-based environment.

The Foreign Language testing center has several oral proficiency interview rooms and a testing lab with12 stations. At full capacity, nearly 60 people can be tested a week.

Photos by Sarah E. Moseley, CP

The DLPTs can evaluate listening and reading proficiency in 44 languages and dialects; many more languages can be evaluated through OPIs. Personnel will now have to take both the DLPT and OPI. Although the DLPT I-IV versions are still paper and pencil tests, each language will be converted to a computer delivered test with the new version, DLPT 5. It is anticipated to take three hours each for the listening and reading portions; the OPI will last about an hour.

Look for an article in the March/April Communiqué highlighting DIA's Foreign Language Program.

DoDIIS Modernization: ENHANCING and STREAMLINING APPLICATIONS

By Alexandra C. Dow, DS

DIA is meeting the global threat head-on by moving from its traditional, decentralized information technology framework to a consolidated, enterprise-centric environment — the DoDIIS transformation. As part of this effort, the agency is replacing its stovepipe environment with Regional Service Centers (RSCs) that have global reach. The RSCs facilitate all-source data access and enable worldwide availability of information.

The transformation provides the DoDIIS Enterprise with an integrated and seamless set of information technology (IT) capabilities, while gaining savings through the centralization and consolidation of the operations. As a result, the DoDIIS community is able to deploy standard IT processes and function as a premier provider of cost-efficient IT services for its customers.

The DoDIIS Enterprise is responsible for the delivery of IT infrastructure and core services, providing access to data and applications throughout the five RSCs. A DoDIIS modernization effort was created to enhance IT capabilities, streamline communications and consolidate applications integration, propelling the DIA and DoDIIS community into a world-class IT organization congruent with industry standards.

The DoDIIS modernization incorporates cutting-edge technology and industry "best practices," which promote customer-focused information sharing. Moreover, it will improve customer service, provide a robust knowledge base, increase the availability of resources, and advance global communication capabilities in support of the warfighters and analysts.

Intern
Connect

As part of the modernization, DoDIIS is currently deploying the following products throughout the enterprise:

- **Global Enterprise Services (GES)** provides customers TS/SCI systems access anytime, anywhere — DoDIIS-wide.
- **Desktop Video Teleconferencing (DVTC)** provides TS/SCI audio and visual collaboration and meeting services across disparate locations.
- **Voice Over Internet Protocol (VoIP)** provides secure, collaborative communication services throughout the entire DoDIIS Enterprise.
- **DoDIIS Trusted Workstation (DTW)** provides users with simultaneous access to multiple security domains from a single workstation.
- **Lab X** provides the DoDIIS community with a virtual environment for evaluation, experimentation and prototyping of applications to determine if it satisfies functional requirements.

Look for new DoDIIS products in your location and stay tuned to updates featured weekly in the InterComm's "DoDIIS Corner."

The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Louis E. ANDRE

How long have you been with DIA, and where have you worked within the agency?

I have been with DIA since November 1980 when I started as an entry-level analyst. Most of my career was spent either doing analysis or managing analytic efforts. As an executive, I've been a research director at both the office and directorate level, a special assistant to the director for intelligence, and chief operating officer and chief of staff of the agency. Every job I've had at DIA has been a great job that involved challenging and meaningful work.

What are your fondest memories with the agency?

All of my fondest memories have to do with people — the outstanding individuals that helped me and the agency solve difficult problems and enable good decision making by the nation's leadership. I will never forget the "magic" that happens when a group of incredibly smart, dedicated and creative people collaboratively tackle and resolve complex and difficult issues. DIA has an exceptional work force that is capable of doing astounding things when properly empowered and unleashed.

What lessons did you learn throughout your career that you would pass on to others?

I've learned many, but the most important is an expansion of my answer to the previous question. Specifically, the intelligence business is one wherein insularity leads inevitably to failure and where the slogan, "we are smarter than me," definitely applies. Extensive and deliberate communication and collaboration — with an emphasis on building broad and diverse social networks — is an absolutely essential ingredient of superb performance for today's intelligence professional. Get out of your cubicle and discover the power of collective problem solving!

What would you consider to be your greatest contribution to DIA?

On a personal level, I would like to think it is the time I've spent recruiting and mentoring talented individuals who are now leaders within DIA. I was the beneficiary of great mentoring during my career and I've tried to return the favor. On an organizational level, I am most proud of the role I played in strengthening terrorism analysis and building a chief of staff team and structure capable of performing actionable strategic planning, driving innovation and improving agency performance.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The evolution in information technologies has unquestionably had the biggest impact. Today, it is hard to imagine doing the business of intelligence without the ubiquitous availability of secure networks, e-mail, massive automated

data repositories, incoming message streams and so on. When I started here the process was dominated by hard copy delivered by snail mail, and the ability to collaborate was confined by physical distance and quirky secure phones between intelligence centers. I know we all get frustrated when JWICS goes down for an hour or two, but imagine what it was like before there was such a capability. It is almost too hard to believe we did as well as we did.

Do you have any final words of wisdom you would like to share before you part from DIA?

As I have said on hundreds of occasions, the most important attributes of an intelligence professional are curiosity, passion and the capacity for creative thinking. The confluence of these attributes produces the ability to imagine. Imagination is probably the most important and least discussed intellectual endeavor in this business — try your best to harness it. On another note, curiosity and passion can lead in many directions; channel yours to meaningful work. Skepticism is a natural and healthy byproduct of these attributes and a good intelligence professional is eternally skeptical. If, however, your skepticism turns to cynicism, you are in dangerous, ultimately unproductive and unsatisfying territory — do something about it. Oh, and never lose your sense of humor, it is a necessary survival tool in this demanding business.

Holiday TOY DRIVE

Photos submitted by EO

Above - Thanks to the generosity of DIA employees, the agency's Partnership in Education (PIE) Program collected more than 600 toys, 256 gifts and 54 holiday food boxes for the families of children at Malcolm X and Hoffman-Boston Elementary schools. Above, Carlynn Marsh, manager of EO's PIE Program, gives instructions for food box distribution to DIA employees Constance Morrow and Capt Marvin Wilson.

Left - Volunteers sort toy donations.

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in October & November 2006

By the Office of Human Resources, HC

Civilian Retirements

David M. Curtin, DI
Adrian R. Guerrero, DA
Roberta A. Jones, DH
David N. McLaren, DH
Deeboraah S. Webster, DA
Larry L. Williams, DI

Employee Celebrating 40 Years Federal Service

Delores L. Day, FE

Employees Celebrating 35 Years Federal Service

Wanda G. Daley, DI
Michael C Horowitz, DS
Sheila M. Locke, HC

Employees Celebrating 30 Years Federal Service

Don H. Davis, DS
Sharon M. Dorr, DH
Beverly A. Gaffner, DA
Karl C. Glasbrenner, DA
Locksley L. Grose, DS
Stephen G. Heil, DI
Lawrence D. Mangin, FE
Linda K. Rosko, DI
William P. Sandlin, DS
Linda C. Thompson, DI
Frank A. Vasko, DS

Employees Celebrating 25 Years Federal Service

Marlene T. Batchelor, DH
Jean M. Chiarizio, DI
Diana R. Farris, DT
Sally A. Felten, DI
Ephraim Gorlin, IG
Gregory W. Grist, DI
Sherri L. Guest, DI
Euiyoung Ham, DI
Robert E. Kells Jr., J2
Bradford K. Klein, DA
Roxanne L. Knott, FE
Timothy E. Koslo, DA
Suzette G. Lanihan, DS
Del B. LeBarron, FE
Sharon T. Lee, DI
Veronica N. Mason, HC
Wendy L. Morris, DA
Virginia C. Motter, DA
Carolyn L. Moye, DI
Leanne M. Palm, DH
Teresa L. Robinson, DS
Gustenia B. Scott, FE
Anita Y. Spain-Jones, FE
Leisa M. Swindle, DI
Cherryl A. Tomaszewski, DI
Kay L. Watkins, DA

Employees Celebrating 20 Years Federal Service

Tonja W. Adams, DA
Machele C. Brown, FE
Monica Hopkins Brown, AE
Alejandro Concha-Rodriguez, DH
Lanette G. Cooper, DH
Lori Derfler, HC
Deborah L. Edmundson, FE
Kathleen M. Fuller, HC
Katrina L. Gessner, DA
Thomas I. Judkins, DH
Willard F. Kelchner III, DS
Pauline L. Koger, DA
Elizabeth J. Mackenzie, HC
Deidre P. Patton, DA
Richard J. Quigley, DI
Larry K. Rolfson, DS
Debra G. Taube, DI
David L. Thomas, DI
Brian K. Thompson, DS
Roy F. Unger Jr., DI
Nancy L. Waters, DS
Jerry C. Williams, J2

Employees Celebrating 15 Years Federal Service

Ellen M. Ardrey, FE
Douglas L. Batten, DA
Kurt D. Beck, DI
Jack M. Black, DA
Angela Y. Bouknight, OP
Lamont A. Briggs, DT
Pamela S. Boyd, DT
Michael L. Brown, DH
Raymond J. Caron, DI
Larry W. Cartier, DI
William D. Downey, DS
John P. Doyle, DJ
Louis J. Duet Jr., HC
Daniel P. Garrett, DA
Catherine J. Jenkins, DH
Betty H. Jones, DS
Brian F. Magana, DI
Dale M. Maxham III, DS
Nelson M. Meadows Jr., DS
Mark R. Newcomer, DT
Karen R. Smith, DH
Mark D. Spence, DS
William H. Turner, DI

Employees Celebrating 10 Years Federal Service

Alonna D. Barnhart, DS
Robert G. Barrow, DT
Alexandria P. Beal, DT
Jennifer E. Bilchick, DI
Douglas M. Corbin, HC
Adrienne M. Crozat, DI
Stephen C. Fee, DH
Karen D. Halstead, DH
Jeremey R. Hodges, DI
Shannon E. Holley, DA
Gardenia Hutchinson, CP
Thomas Kanik, DI
Gregory S. Kirkpatrick, DT
James E. Linder, HM
Charlotte A. Litton, MC
Michael L. Medsker, FE
Todd P. Robins, DH
Felix J. Trinidad, DI

DIA Promotions to DISES

James F. Harris, DS
William H. Mills, DI

DIA Promotions to GG-15

Angela D. Acklin, IE
Christopher J. Almont, DI
Guy R. Arrigoni, DI
Terrance Busch, DI
Jean M. Chlastawa, HC
Matthew C. Cummings, DT
Karen L. Dibella, DI
Mary M. Fulginiti, DS
Carla A. Hale, HC
Larry D. Harrison, DI
Robert A. Kaszoni, DH
Robert J. Nisbet, DI
Tige A. Palmer, FE
William J. Percival, DA
Kenneth R. Platek, DS
Taylor W. Scott, DI
Cecelia C. Smith, FE
Alan L. Stolte, DI
Paul H. Vivian, DI
James Wyche, DS

DIA Promotions to GG-14

Sebastiao M. Avila, DA
Michael D. Barker, DT
Charles S. Biever, DI
Alison E. Bowder, DI
Christine M. Brzozowski, DI
Paul B. Cain, DI
Taylor C. Call, J2
Larry W. Cartier, DI
Augustine J. Ciabattoni, DI
Alfredo Crespo, IG
John T. Dillaplain, DI
Monica Garcia-Dooley, DI
James W. Gould, DS
Teresa L. Handle, DS
Angela V. Holley-Gregory, FE
Yolanda Hummel, HC
Linnzi M. Kennedy, DI
Ryan D. Long, DI
Christopher H. Mehl, DI
Edward D. Moon, DI
Diane M. Pavlovich, DH
Michael J. Ralph, DS
Joanna D. Shane, J2
Adrienne D. Sheasley, DT
Thomas E. Sisk, DI
Sarah M. Spence, CP
Erica C. Thomas, IG
William H. Turner, DI
Linda R. Waldenmaier, CS
Joseph B. Winiarz, HC
Jeffery P. Zielecki, DS

DIA Promotions to GG-13

Eileen E. Acosta, DH
Michael G. Albertson, DI
Daniel J. Amato, DI
Rebecca Ardary, J2
Adam T. Barlow, DH
Ray B. Boykins, DA
Christopher L. Brady, DI
Lamont A. Briggs, DT
Andrea R. Dannenberg, DI
Karen L. Danner, FE
Reeve E. Davis, DI
Lisa N. Degorter, DI
Swetal N. Desai, DI
Lea C. Dozier, DI
Brian W. Earley, IE
Thomas S. Erfurdt, DI
Roseal F. Fowlkes, HC
Jessica R. French, DI
Marlene A. Fuller, DI
Adrianne George, DI
Anastasia Handy, DI
James A. Hawkins, DA
Kristen M. Hess, DI
Brianne A. Johnson, DI
Linda M. Kalister, DI
Justin A. Kortanek, DI
Timothy E. Koslo, DA
John H. Lien, DS
Timothy W. Lindsey, DI
Leslie A. Mastropietro, DI
Julia H. Midland, DI
Antoinette W. Morris, DH
Renee L. Morris, DA
Sarah D. Mravec, DI
Alice S. Nguyen, DI
Connor M. Norris, DI
John E. Payne, DA
Austin L. Pearl, DI
Kenneth W. Puett, DA
Matthew E. Reichenbach, DI
Rolando L. Rivera-Maldonado, DI
Heather A. Ross, DI
Eric D. Ruenes, DI
Donna M. Saunders, DA
Phouthakone Sayasithsena, DS
Rebecca S. Schauer, DI
Krisanne C. Schawl, DA
Darin C. Schow, DI
Paul D. Sheetz, DJ
Douglas M. Short, DA
Karen M. Sudkamp, DI
Leah N. Tracy, DI
Wesley W. Walker, DI
Tyrone Wallace, DT
Benita R. Williams, EO
Erin E. Wilson, DI
Jonathan Wilson, DA

DIA Promotions to GG-12

Ijeamaka J. Alfred, DI
Claire L. Ayhan, FE
Michele A. Bowie, DS
Amanda L. Bowman, DS
Jacqueline Carey, DS
Tammy Y. Cawley, J2
Isa S. Daniel, DS
Deborah L. Edmundson, DS
Ginger M. Florea, DI
Linda D. Frost, DS
James M. Gerbert, DA
Carmela N. Giambalvo, HC
Ashton K. Giese, DI
Tisha J. Graham, HC
Amber K. Griffin, DS
Deborah B. Harding, DI
Andrew L. Headley, DT
Janice M. Hemsley, DS
Ashmah H. Hosford, DI
Nam V. Huynh, DI
Takita Irving-Gray, DS
Ellen E. Jackson, HC
Margaret E. Jones, DS
Sean D. Kimball, DI
Judy L. Landwing, DS

Kenneth Lee, DS
Michele H. Lee, DI
Genelle S. Mattox, DS
Jennifer A. McDonald, FE
Jennifer E. McMahon, DI
Connor M. Norris, DI
Terri L. Otto, DH
Juan C. Pena, DS
Jessica M. Reeves, DI
Margot I. Seldin, DT
Paul B. Thompson, DS
Charlotte L. Timberlake, DS
Julia C. Vanderhoof, HC
Robert D. Van Hooser, DI
Stacy A. West, DI

DIA Promotions to GG-11

Naz Ahmed, DI
Karen E. Albert, DI
Charles L. Baldwin, CS
Carolyn M. Balentine, DI
Amy M. Campbell, DI
Anthony R. Darr, DI
Kristen K. Dedinsky, FE
Jennifer M. Dewaele, DT
Marita T. Donahue, CP
Christopher H. Edwards, DI
Tammy K. Evans, HC
Adam J. Godet, DI
Jimmy L. Guy Jr., DA
Adetokunbo K. Haastrup, DI
Hector A. Hermosilla Jr., DA
Elizabeth A. Kiefer, DI
Tammy G. Kuhn, DI
Matthew G. Legas, DI
Elizabeth R. Legier, DH
Christopher J. Leitzke, FE
David D. Miller, DI
Quashetta D. Miller, DS
Robin M. Newman, HC
Stephen C. Sboray, DI
Sarah A. Staton, DI
Erin L. Valocsik, DI
Michelle Walker, DA
Travis D. Weaver, DI
Rachel K. Ziegler, DI

DIA Promotions to GG-10

Barbara J. Birk, FE
John Benson, DA
Zona M. Craig, J2
Cletus A. Dailey, DS
Peter DeNesnera, DI
Joseph D. Disalvo, DS
Tara E. Edlund, DI
Leona B. Givens, DI
Lindy L. Gunderson, DI
Betty H. Jones, DS
Jennifer D. Jordan, DJ
Angela T. Nelams, DI
Richard W. Shuen, DS
Jennifer L. Stanley, DI
Ann E. Talmadge, DI
Joy B. Vargas, J2
Stacy L. Williamson, DT

DIA Promotions to GG-09

Stacey A. Boyce, DA
William W. Chambers, DS
Lisa Z. Chen, DS
Carmen S. Delgado, DI
Rachel M. Houhoulis, DA
Tiffany N. McCoy, DI
Marcy E. McDonald, DI
Christine L. Moore, DI
David A. Osborne, DJ
Katherine E. Petek, FE
Keith C. Smith, DI
Lorenzo Winfrey, DS

DIA Promotions to GG-08

Robert Pole, DI
Brendan M. Staley, DI

DIA Promotion to GG-05

Catherine C. Bowers, DA

Army Promotions

LTC Kenneth M. Boersma, DI
LTC Darrell W. Chinn, HC
LTC David A. Desantis, DT
LTC DeReese F. Goshorn, J2
LTC Thomas W. Hauser, DI
LTC Christopher C. Laneve, DI
LTC Bryan L. Lee, DI
LTC Matthew R. Littlejohn, DT
LTC Nicolas J. Lovelace, IE
LTC Ian B. Lyles, DI
LTC Michael A. Marti, J2
LTC Dariel D. Mayfield, DI
LTC Kendall H. Nash, DH
LTC Michael R. Nyberg, DI
LTC Shirley T. Rapues, DH
LTC Daniel A. Richetts, DH
LTC John R. Thompson, DH
CW2 Brian J. Letellier, DH
MSG Lawanna A. Aldridge, DS
SFC Jason T. Kirkland, DA
SFC Paul M. Olsen, DH
SSG Michael A. Coleman, DH
SGT Joseph Betancourt, DS

Marine Corps Promotions

Maj John S. Davidson, DJ

Air Force Promotions

Brig Gen Daniel R. Eagle, DH
Col Steven R. Drago, DH
Lt Col Michael C. Murphy, J2
Lt Col Timothy P. Wessel, DH
Capt Julie A. Duncan, DH
Capt Joshua M. Palmer, DH
MSgt Richard D. Green, DA
TSgt Michael D. Wilbur, DH
SSgt Chelsea Hodges, HC

on the HORIZON

events for FEBRUARY & MARCH 2007

February

Black History Month

Feb. 1 DIA Blood Drive, Conference Center, 8 a.m. to 2 p.m.

Feb. 2 Groundhog Day

Feb. 4 Super Bowl Sunday

Feb. 8 - 9 DIAC Sparkling Ideas Jewelry and BJ's Wholesale Club, 10 a.m. to 2 p.m., cafeteria

Feb. 10 Pre-Valentine's Day Dinner Cruise, 6 p.m., see CWF for details

Feb. 13 DLOC Hot Chocolate Social, 11 a.m. to 1 p.m.

Feb. 13 DIA Hiring Event, Fort Walton Beach, Fla.

Feb. 14 Valentine's Day

Feb. 15 Crossing Boundaries, noon to 1 p.m., Tighe Auditorium

Feb. 15 Crystal Park Hot Chocolate Social, 11 a.m. to 1 p.m.

Feb. 16 DIA Hiring Event, Tampa Bay, Fla.

Feb. 18 Chinese New Year

Feb. 19 President's Day

Feb. 20 Mardi Gras

Feb. 21 Clarendon Hot Chocolate Social, 11 a.m. to 1 p.m.

Feb. 28 Group 2 employee appraisals due

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March

Women's History Month

March 1 DIA Hiring Event, Norfolk, Va.

March 2 Read Across America Day

March 8 DLOC Cappuccino Social and BJ's Wholesale Club, 11 a.m. to 1 p.m.

March 13 Crystal Park Cappuccino Social, 11 a.m. to 1 p.m.

March 10 eZHR on-line job application option open

March 15 St. Patrick's Day 5k run/walk, 7 a.m. to noon

March 15 Crossing Boundaries, noon to 1 p.m., Tighe Auditorium

March 17 St. Patrick's Day

March 20 DIAC Bag Lady Boutique, 10 a.m. to 2 p.m., cafeteria

March 21 First Day of Spring

March 21 Clarendon Cappuccino Social, 11 a.m. to 1 p.m.

March 24-25 Senior Leadership Conference, MSIC

March 27 Pentagon Cappuccino Social, 11 a.m. to 1 p.m.

March 28 Group 3 employee appraisals due

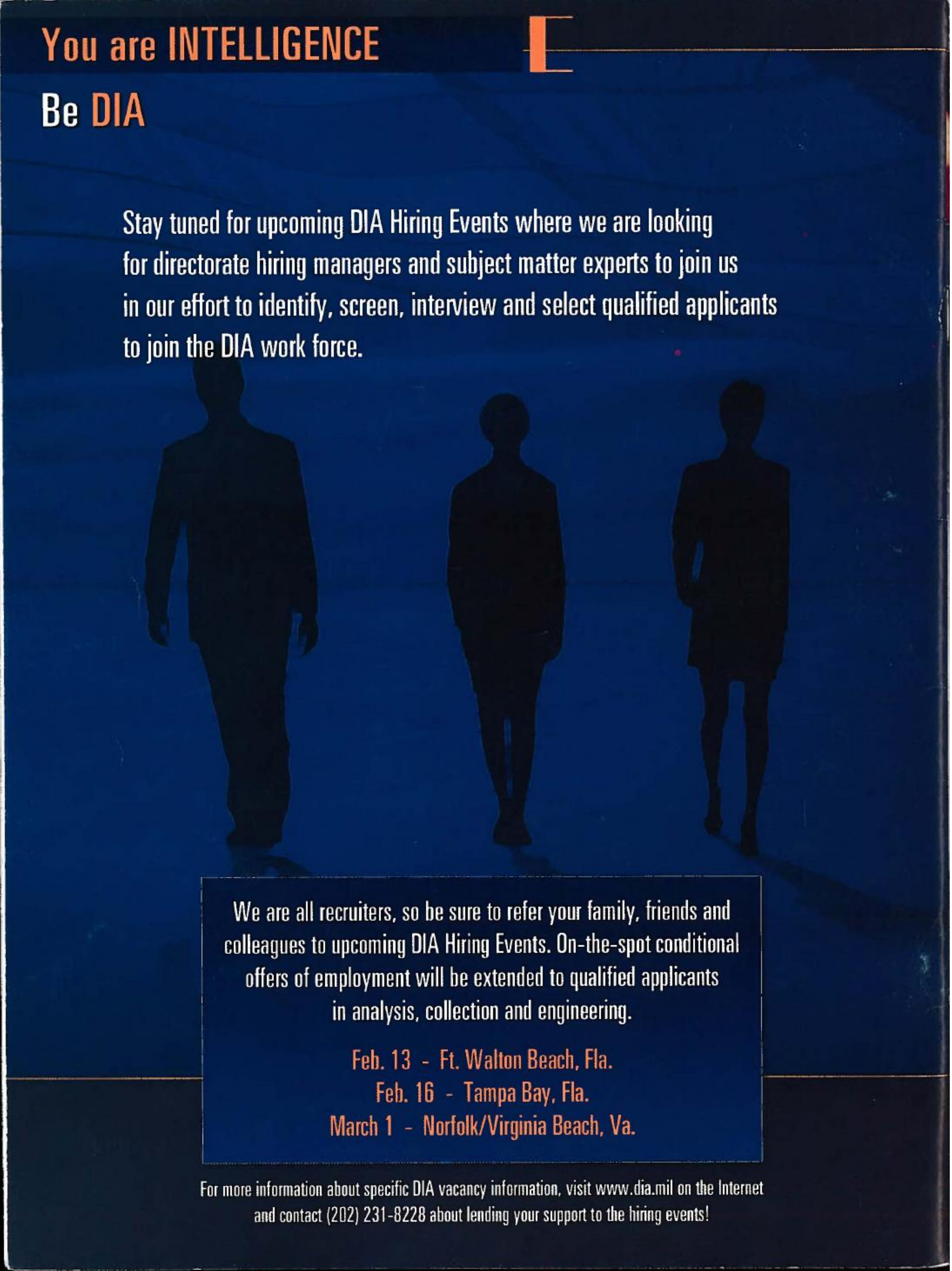
March 28 Social Network Analysis Seminar, Potomac Institute, contact (202) 231-1710 for more details

March 29 DIAC Wag Production T-Shirt Sale and Cappuccino Social, 10 a.m. to 2 p.m., cafeteria

For further information or updates concerning these events, please refer to the Internal Communications Web site.

You are INTELLIGENCE

Be DIA



Stay tuned for upcoming DIA Hiring Events where we are looking for directorate hiring managers and subject matter experts to join us in our effort to identify, screen, interview and select qualified applicants to join the DIA work force.

We are all recruiters, so be sure to refer your family, friends and colleagues to upcoming DIA Hiring Events. On-the-spot conditional offers of employment will be extended to qualified applicants in analysis, collection and engineering.

Feb. 13 - Ft. Walton Beach, Fla.
Feb. 16 - Tampa Bay, Fla.
March 1 - Norfolk/Virginia Beach, Va.

For more information about specific DIA vacancy information, visit www.dia.mil on the Internet and contact (202) 231-8228 about lending your support to the hiring events!